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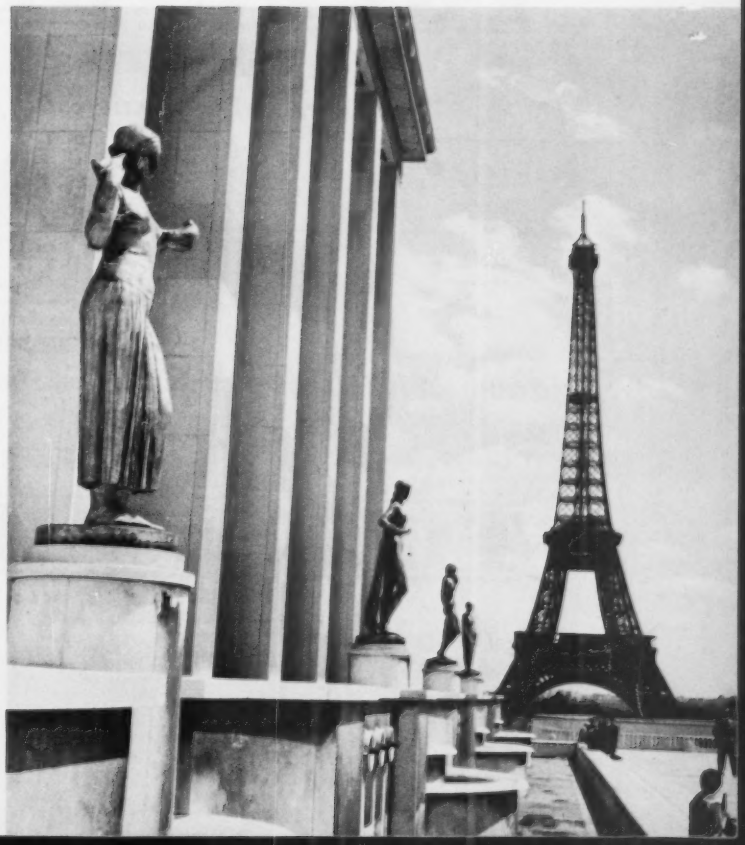

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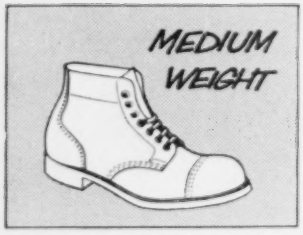

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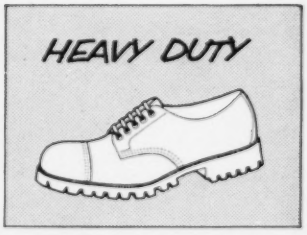

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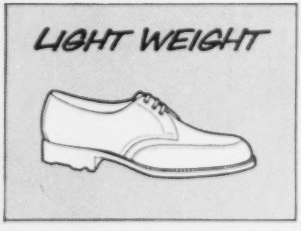

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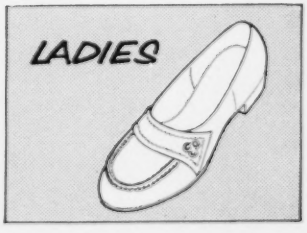

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2 PERSONNEL APPOINTMENTS
11 LETTERS TO THE EDITOR
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15 RIGHT SIDE OF THE LAW
45 EQUIPMENT MARKET
58 MANAGEMENT DIARY
59 Readers' Enquiry Service
61 ADVERTISERS' INDEX AND CLASSIFIED GUIDE

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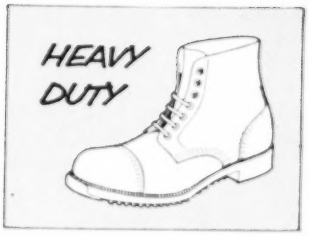

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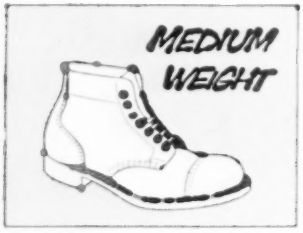

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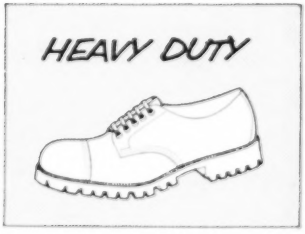

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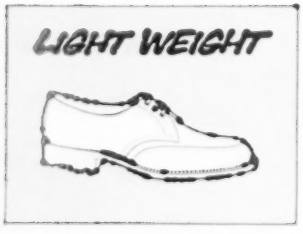

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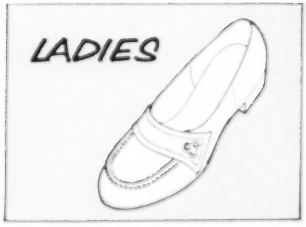

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Applications in writing to the—

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AUSTRALIA

COMMONWEALTH SCIENTIFIC AND INDUSTRIAL RESEARCH ORGANIZATION

SAFETY OFFICER

The Organization's Head Office, Melbourne, Victoria, invites applications for the position of Safety Officer.

The Organization consists of almost fifty Divisions and Sections, having a total staff of approximately 4,200. Many of the Divisions maintain subsidiary laboratories and field-stations, with the result that not only is there a wide scientific diversity in the Organization's activities but also these are geographically widespread throughout the Commonwealth of Australia.

The Safety Officer will be responsible for advising the Executive of C.S.I.R.O. on the formulation and implementation of safety programmes throughout the Organization. He will also collaborate with individual Divisions and Sections in safety investigations within the various laboratories.

Applicants should be graduates in Science or Engineering (or equivalent qualifications) and have had considerable experience in research or scientific institutions and preferably have been associated with the formulation and supervision of safety practices in research laboratories.

SALARY: Dependent on qualifications and experience within the ranges:—

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Mr. E. J. Drake, Chief Scientific Liaison Officer, Australian Scientific Liaison Office, Africa House, Kingsway, London, W.C.2.

to whom applications (quoting Appointment No. 110/740) should be addressed by the **14th January, 1961.**

news and comment

by Colin Balfour

BROKERS, shareholders, accountants—in fact, most people who only have a financial interest in a business are the first to applaud when a portion of a firm's profits are ploughed back annually. Retooling and new premises are necessary, but it's about time companies set up their own 'contingency funds' to cover the maintenance of their personnel and expansion of their human relation programme as well as their machines.

Just look at the motor industry today, and its dependent industries under the dark cloud of short-time working. What hope is there that once the common enemy of H.P. restrictions is put to flight, time will be available to patch up industrial relations before the next 'internal' dispute crops up? In firms where the Chancellor of the Exchequer is almost the personnel director, surely the personnel policy must be framed and regulated on a sound financial basis. What is the use of joint consultation when everyone around the table has an empty pocket?

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But the Manchester XV have, by this united stand, climbed much nearer the top in the 'Sensitive Strikers' League'. In fact, I place them immediately beneath the

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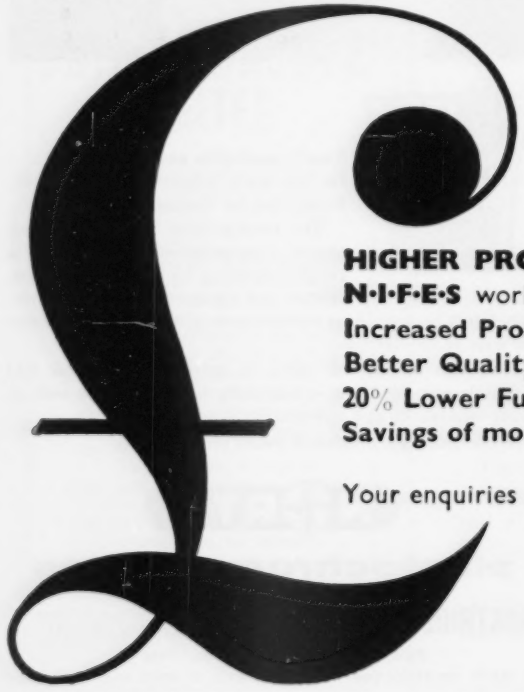

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British Industry's Ally in the Pursuit of Higher Productivity

by Colin Balfour

news and comment

rival dockers who secured tear-money for unloading Spanish onions, and another team who fought for embarrassment money for handling lavatory units.

ARE you for some new New Towns? The TUC has advised the Minister of Housing to build more, and I see that the Minister has asked existing Development Corporations to see that their communities are balanced with some old people. Well, if my colleague Simon Macdonnell can take it, I say 'let's have them', but I cannot think how Mr. Henry Brooke is going to squeeze a few thousand grandparents into the established New Towns. What an untimely suggestion!

THINKING aloud in the House, a dangerous pastime, Sir David Eccles wonders whether to continue encouraging industrialists to run training schemes or to legislate on the French system. I would run my own training voluntarily, if I had my own business, because this Government's record for taxation and for pensions does not offer any augury of big-heartedness in this direction.

A CRITIC of the Polish Government warns of the dangers when production becomes an end in itself. Innumerable individuals in this country would say that this condition is already basic to our economy and to the British way of life. What an indictment of industrial managements if this were a correct statement, applicable to most firms! It would mean the rout of the personnel management forces and the end of their cause. Now what about that happy balance of efficiency and job satisfaction? Which is leading in your place?

IF the 'fifties will be remembered as the decade of the Angry Young Man, maybe the 'sixties will be known as the time of the Keen Young Delegate. A record turn-out at the IPM Conference in October and now the Industrial Welfare Society reports that, for the first time in its history, more than 10,000 delegates have attended its conferences, courses and tutorials in one year.

IT may be fine in the streets of New York, but it will not work in British factories. Civic authorities in New York have been criticized for the bad construction of language in the crossing poster showing a cat with the slogan, "I've got nine lives? Do you?"

Research by BISRA's Dr. S. Laner and Mr. R. G. Sell shows that safety posters can be most effective if they are positive, clear in message, related to an immediate hazard, and phased in their frequency of appearance. So, no more jokes RoSPA: give it to them straight!

MANY firms are finding it more difficult to attract sufficient numbers of job-applicants for them to have a real choice in making a final appointment. Is this a reflection on industry's selection methods; or are there other causes? Problems of selection during full employment will be discussed in the *PM & M* opinion poll reported in the January issue.

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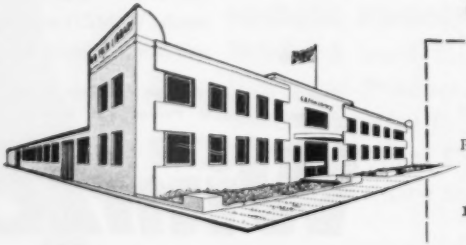

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Personnel Management IN PRACTICE

"MOST large firms issue to each employee when he joins, a little book of works rules and instructions which incorporates a section on safety, but it is unique to have a comprehensive booklet alone for each individual worker". **Mr. E. H. Attwood,** chairman of the B.M.C. Safety Officers Panel (the body which compiled the new B.M.C. booklet) makes this rash claim; but it should not diminish our appreciation of this attractive publication and of the safety programme to which it belongs.

To co-operate in reducing accidents, a panel of safety officers was formed in the Nuffield Organization in 1945. When the **British Motor Corporation** was formed in 1952, this panel was extended to the group. Hours worked in the Nuffield Organization totalled 43 million in 1945, but although over 106 million hours were worked by the B.M.C. in 1959, the accident-frequency rate fell from 2.35 accidents per 100,000 hours worked in 1945 to 0.94 in 1959. Over the same period, the severity rate was cut to one-sixth, from 719.3 hours lost in every 100,000 hours worked in 1945 to 129.1 hours lost in 1959.

Every two months, the B.M.C. safety officers meet at a different factory to discuss matters of safety. Separate safety booklets are issued for specific groups of workers, such as crane operators and slingers, fork-lift and power truck operators, foundry workers and power-press workers. All supervisors receive a monthly newsletter which is a guide to their obligations under various sections of the Factories Act, and also draws attention to any unusual accidents and advises on their prevention.

Mr. Attwood said: "All this has brought about a very close co-operation between supervision, the workers on the shop floor, and the safety department—all adding up to improved safety consciousness and reduction in the number of accidents.

★

SCOTSHARES, the Bank of Scotland's investment trust, has launched a new 'invest in your company' scheme, and companies financed in part from Scotshare money are co-operating by making the shares available to their employees over the counter.

In effect, the employee is being encouraged to buy a share in the future of his own company as well as in Scottish industry. The prices are based on daily newspaper quotations and a maximum of 500 units per day is allowed. Two firms in Scotland who have already adopted the scheme are **Saxone Ltd.,** at Kilmarnock, and **L. Sterne & Co. Ltd.,** who manufacture refrigerators at Hillington, Glasgow. Other factory savings groups in Scottish firms are following suit.

★

"BEAUTIFULLY produced, but the whole thing lacks purpose". That is how the BAIE judge described a bank's house journal in this year's national competition; and now the editor quotes his criticism in an editorial and asks: "What should be our purpose? You as the reader of this magazine are the best person to answer that".

Apparently not every BAIE member has heard of 'internal communications', so instead of usurping their function, we might tell an appropriate and instructive story. Earlier this year, *The Loudspeaker*, magazine for the people in the **Telecommunications Group of GEC** in Coventry, Middlesbrough and Portsmouth, published a questionnaire to discover what interested the readers, asking them to list regular features in order of preference.

"It was a shock to find that the three first items listed (products, articles by employees, GEC domestic products) concerned things and not people—though one reader asked for 'more about the average employee' and left us hoping his friends considered him average. We had always put people before things, which only shows how wrong you can be without knowing it!" They were also surprised, very probably, to find that 'management information' came seventh in the total of 17 subjects—a long way before the customary trivia of gossip and personal notes.

Why do so many companies persist in giving people what they think they want without taking any preliminary step to discover if they are satisfying a need? Communications can be based on a false assumption just as welfare can be founded on a random generosity.

★

FOUR years ago, **Baker Perkins Ltd.** of Peterborough took over 'High Trees', home of a former mayor of the town, to provide accommodation for student apprentices from outside the locality. Since only 11 at a time could be taken, apprentices were only permitted to stay there during their first year and afterwards were found lodgings in the town. With the recent opening of a new wing by **Mr. Peter J. Thomas,** Parliamentary Secretary to the Ministry of Labour, student apprentices will be able to remain in residence for at least two years.

In keeping with the existing building, the extension is centrally heated with four dormitories, a common room, private study, sick bay, and warden's flat and office. Each student will have his own built-in wardrobe and cupboard space. The new wing permits more than double the previous apprentices to enjoy this hostel facility.

★

HOW'S this for an apprentice prize-giving? Every year, prize-giving ceremonies are held at each of **Hoover's** factory groups and, this year, the first took place at the Cambuslang factory in Lanarkshire. These gatherings are intended to mark the progress of young men through the stages of training, and the relatives and friends of apprentices attend and have a chance to see an exhibition of their work.

The boys were addressed and the prizes presented by **Mr. C. A. Oakley,** joint chairman of the British Commercial Apprenticeship Board. Chairman for the evening was a Glasgow apprentice, who was presented with the craftsmanship prize, and the best all-

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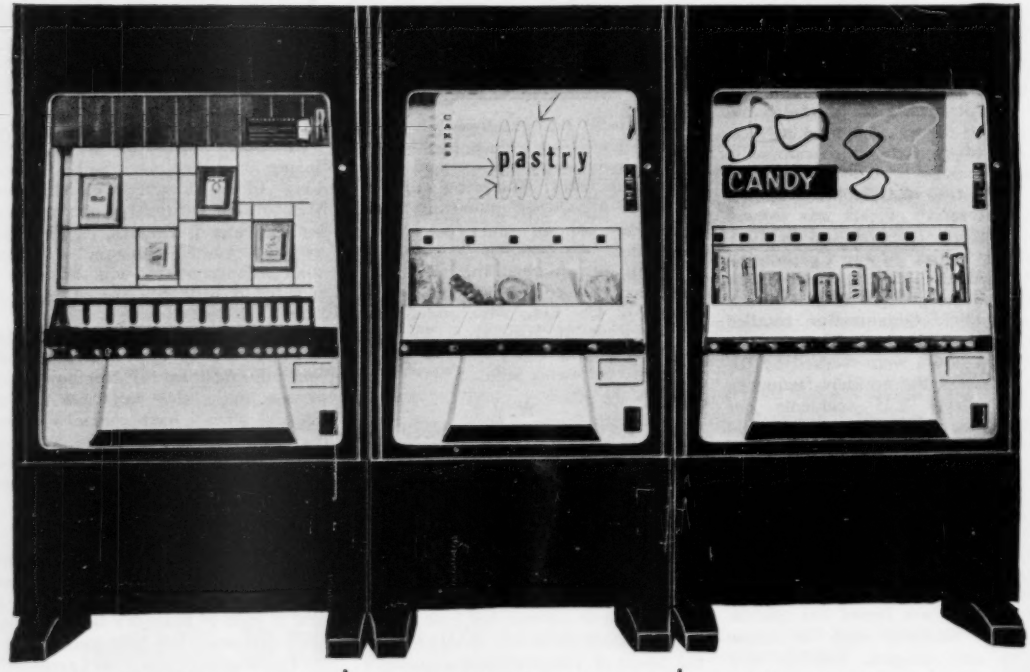

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IN PRACTICE

round final year apprentice, 21-year-old Brian Duffy, was given the works manager's shield. Mr. Duffy was recently sent by the company on a three-week project—'as a broadening experience'—to study social and economic problems in the Outer Hebrides, Orkneys and Shetlands.

★

ALMOST every week we receive further proof that generosity pays if you are running a suggestions scheme. **The Goodyear Tyre & Rubber Company** has recently shared £110 between three men for a waste-saving idea and for a new design. It is incredible that these schemes are not more widely adopted —and maintained, by adequate rewards.

Three years ago, a works suggestion scheme was introduced at the **British Oxygen Engineering Division** at Edmonton; and 10 per cent of the 282 ideas put forward have been adopted. Although the top award is normally £25, an employee has just been presented with 100 guineas for a suggestion which will save time, labour and material.

The **H. J. Heinz Company** started their scheme in 1949, and in the last fiscal year alone the company paid out over £1,600 for practical suggestions. In May, 1958, a supervisor at Harlesden won £599—the biggest award ever made in the food industry. And now, only two months after a lady chargehand at Standish earned £51 19s. 6d. for originality, a record award to a woman under this scheme, an employee at the Kitt Green factory has received £108.

Maybe smaller firms could not be so liberal; but there must be some ideas, even for the smallest firm, that could be worth more than the £5 limit which is not uncommon.

★

IN November, by completing five years free from lost-time accidents, the **Mason's** Works of the **Blue Circle Group** of cement companies at Claydon (near Ipswich) created a new safety record. Mason's are also well on the way towards winning the Group 1 Trophy of the Blue Circle Group Accident Prevention Competition for the fifth time in succession.

When this works first entered this inter-factory competition in 1949, their accident frequency rate was 3.27. Through continuous effort and vigilance, this was reduced to nil in 1956 —and this care has been maintained ever since. Indeed, the safety record of the whole Blue Circle Group has gradually improved over the years. In 1927, when records were first kept, the frequency rate was 5.10, representing 868 disabling accidents in that year; whereas, up to the end of September this year, the rate was only 0.49 with only 67 lost-time accidents.

★

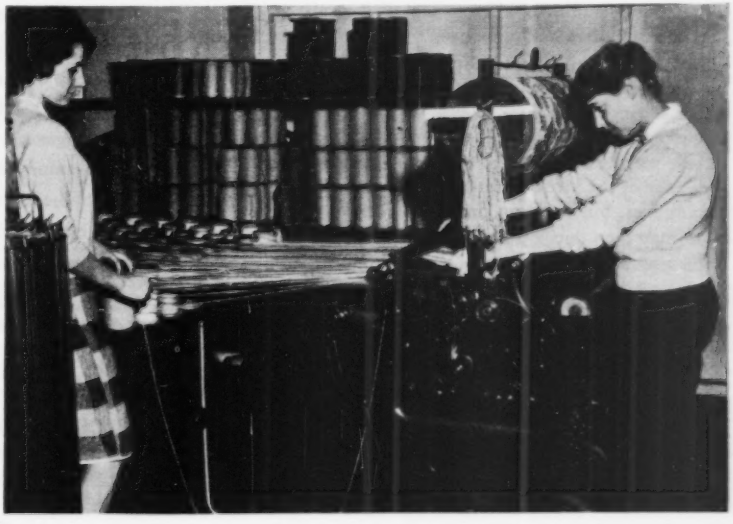
GIRLS can now be trained in 10 weeks, compared with the former period of 15 months, as a result of the new techniques adopted at the Kidderminster carpet factory of **Tomkinsons Ltd.**, specialists in fine quality multi-coloured floral carpets. Faced with increased orders from home and overseas, the firm decided to seek independent advice on speeding up production.

They called in Personnel Administration Ltd., management consultants, who reported (after detailed analyses of operations) that if scientific training was carried out in the setting department, output could be improved, material-wastage cut, employees could earn more money more quickly while maintaining quality in the products. A new training department for setters was established with room for 12 girls and staffed by a training supervisor and two lady instructors. Previously, trainees worked alongside an experienced operator for three months, and then they worked independently for a further year, during which they received a learner's bonus, achieving full proficiency after 15 months. Although this training period is normal in the industry, it meant lost production, low wages and often a high labour-turnover.

Under the new system, trainees go through a scientific selection procedure where they are tested for aptitude, intelligence, enthusiasm and fitness. Since the new scheme began in June this year, 17 new entrants have been accepted for training and several existing employees have been retrained. Girls are trained in pairs and this system enables girls who are sisters or friends to join and work together. If a girl begins on her own, great care is taken to find a colleague temperamentally suited to her.

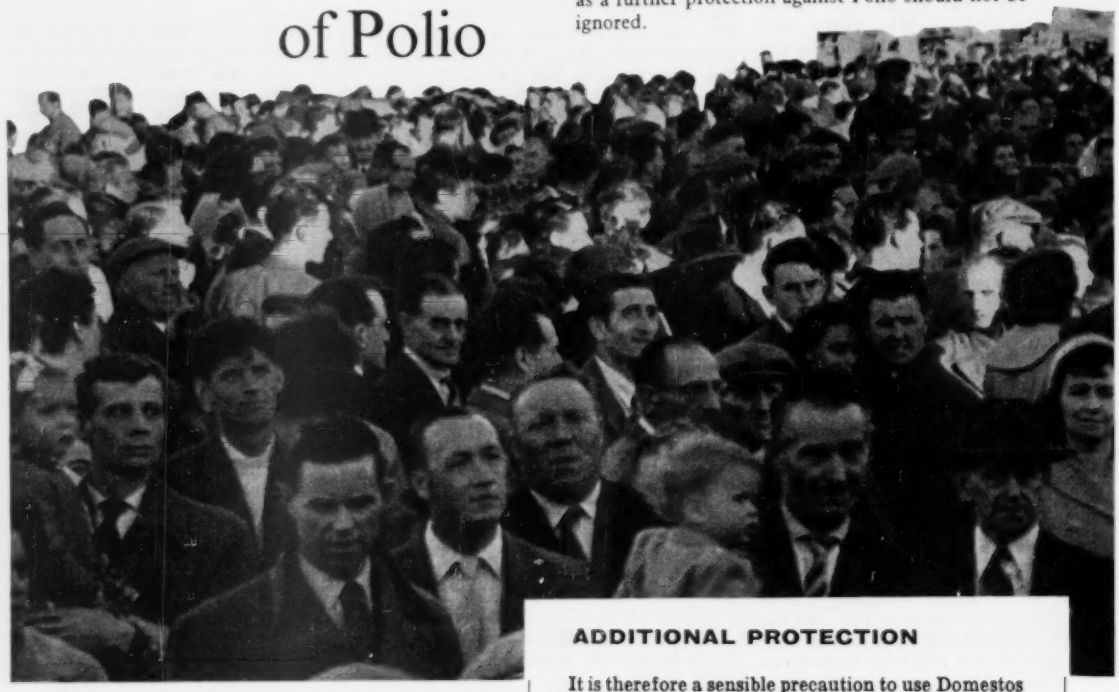
The management at Tomkinsons are naturally delighted with the results of the new system. "Management consultants are not always welcomed by employees but in this case we have been able to carry through a complex technological revolution affecting a large number of girls without any difficulty whatsoever. We have always felt it important to have not only good machinery and methods but also happy employees and we are very pleased to find that these new techniques enable the girls to turn out a better product more consistently, and more quickly, and to be interested in the work they are doing".

Training-time cut to one-sixth; and these girls earn more whilst their employers (Tomkinsons Ltd.) have increased output



Help to prevent the spread of Polio

Inoculation against Poliomyelitis is now available to all up to the age of forty and it is especially desirable that this immunisation campaign should be vigorously pursued and as widely extended as possible. But common sense methods of hygiene, as a further protection against Polio should not be ignored.



Symptomless Carriers

The Poliomyelitis virus is found in large numbers in the intestinal tracts of people suffering from the disease. But "*a large proportion of the virus hosts are symptomless carriers*".*

These carriers are often quite unaware of the presence of the virus and unaffected by the disease themselves; but they can unwittingly infect others who may then develop the disease.

Flies and bluebottles are also distributors of Polio virus and dangerous germs in general.

* "Topical Aspects of Poliomyelitis". "Journal of the Royal Society of Health" Dec. 1956.

ADDITIONAL PROTECTION

It is therefore a sensible precaution to use Domestos for cleaning and disinfecting all surfaces — wherever food is handled and prepared; in dustbins and waste containers; and in all lavatories and urinals.

The washing of hands before meals and after going to the toilet is most important. Constant war should also be waged on flies. As shown by the World Health Organisation's Technical Report, oxidising agents are the most effective chemical disinfectants against the Polio virus. Domestos is an extremely powerful oxidising agent.

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Readers' Letters

Sir,

I was very interested to see your stimulating report on the IPM Conference, and I particularly like the way it was set out.

If I may offer a criticism, I feel that your concentration on the strike issue will give the impression that this was all that the conference was about whereas, as you know, both in the plenary sessions and in most of the sectional meetings, we were dealing with a variety of subjects from Management Development of Scientists to the British Contribution to Personnel Management Overseas. My general impression is that in fact these two particular sessions were perhaps the most successful of the conference. In many ways they are, of course, more constructive topics than those dealt with in the industrial relations sessions.

Incidentally you may remember that in the talk by Mr. Pedler of the United Africa Company, he mentioned how the development of a joint consultative committee at a store in West Africa was believed to be the reason for the avoidance of a strike out there which had hit other stores; and, of course, successful management development can also be a major factor in improving industrial relations and avoiding disputes.

LESLIE STEPHENS,
Director.

Institute of Personnel
Management,
80 Fetter Lane,
E.C.4.

Sir,

I am disappointed that, in your IPM Conference Report, you could not find more room for reporting Professor Phelps-Brown's paper on "Decentralizing Collective Bargaining".

If I correctly interpret what he said, I am sure that he has hit upon a partial solution to the industrial malaises from which we are currently suffering. My reasons are based on simple, tactical considerations.

First, let us suppose that neither the employers' organizations nor the trade unions are prepared to delegate their bargaining powers to a local level. This would seem highly likely, in the light of current platforms being supported by both sides. Therefore, an attack like the Professor's will surely have the effect of *uniting* these two power groups.

On the other hand, what if they decide to support him? Then, all the advantages of decreased inflation, greater communication and realistic wage rates will follow.

To my mind, this is a system you can safely bet on both ways.

S. CORNEY.

Berryscroft Road,
Staines,
Middlesex.

Sir,

Your discussion leader for November does a great service in drawing attention to the harm which can be done within a commercial or industrial organization by failure of the top management to give complete backing to their junior executives. This failing may be caused by ignorance or lack of vision, or simply through selfishness, but, whatever the cause, the effect is most damaging.

A person in a junior executive position must have the full backing of his superiors if he is to perform his work confidently and efficiently. It is only to be expected that management will sometimes disapprove of decisions made by subordinates and, on occasions, may even have to take action to rectify mistakes; but, when this is necessary, it should always be done through, or with the knowledge of, the junior executive concerned.

I have no doubt that a junior executive who tried to usurp the authority of his directors or senior managers would be very quickly put in his place, yet one is surprised to find how many of the latter do not accept the necessity of respecting the authority of their juniors. The view is often taken that the top position confers a right to ignore, when convenient, the established system of control. Nothing could be more damaging to the morale of junior executives, and, in consequence, more detrimental to the efficiency of a firm. It is not only the psychological effect on the individual that matters, although this is important enough, but also the loss to the company (right down the line) of loyalty, enthusiasm, and effective effort.

Those who are given responsibility must be given the appropriate authority to deal with it, with the assurance that this authority will be supported at all times. Confidence must be established between the manager and his aides. Minor errors should be corrected by advice and instruction, and the executive who commits them must be allowed to make his own re-adjustments with the staff under him.

This policy serves a double purpose —firstly, to give the junior executive the backing he must have to do his work effectively; and, secondly, to make him accept the responsibility for his own mistakes. Knowing this, he will not take decisions without careful thought, and will seek the advice of his management on problems of serious consequence, the firm being the better for having a man who will confidently make decisions on his own initiative, but who will at the same time pay careful regard to management policy.

Consistent and important errors must naturally be dealt with rather differently, either by the replacement of the executive concerned or by his complete re-training—the latter method being a possibility perhaps not sufficiently considered in management circles.

It is only too easy for competent and dynamic men in top management to over-rule their subordinates, sometimes without thought, sometimes in a mistaken enthusiasm for the furtherance of their ideas. For men in such positions, therefore, who are subject to so little direct supervision themselves, the respecting of the authority of the middle managers under them is a matter of personal discipline and proper understanding of the serious consequences which neglect can bring.

In my own experience, I have come across many supervisors and junior executives who contrive to serve their companies' interests in spite of difficulties and frustrations caused by their managers, and who seem to have a much greater charity for their superiors than the latter have for them. This, surely, is a very unhappy situation and one which no manager concerned for the health and vitality of his firm could accept for a moment.

D. E. BUXTON.

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Surrey.

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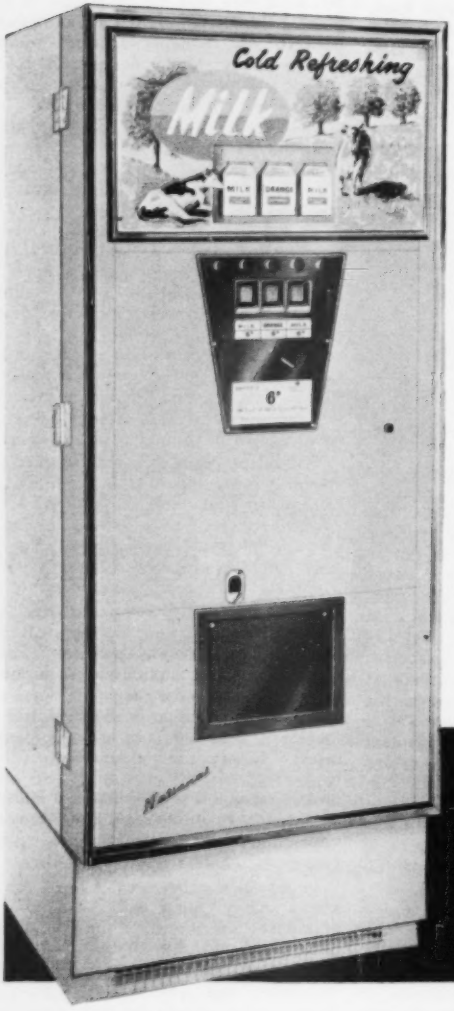

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The Meaning of Modern Business, by Richard Eells. *Oxford, 62s. post paid.*

MODERN BUSINESS, Mr. Eells points out, is in need of a philosophy which would discover the conditions that may determine the destiny of a large corporation and find the standards of performance which should govern its internal and external relationships.

The author deals with six major issues confronting the modern corporation: the dilemma of social responsibility, the real objectives of the organization, the operational codes of policy makers, the "fit" of the corporation institution in "the great society", steps leading to policy formulations, the instruments and plans of action whereby goals are realized. He ends by suggesting the possible emergence of the "well-tempered corporation"—a self-regulated organization free from bureaucratic controls.

Leadership, Psychology and Organisational Behaviour, by Bernard M. Bass. *Harper, 47s. post paid.*

CONFUCIUS OBSERVED that "When a man understands how to lead men, he will then understand how to govern nations and empires". But the man must also understand the differences in leadership demanded by his immediate group and the leadership required by the nation or empire.

To illustrate to students of group behaviour today that they are unlikely to uncover many novel generalizations, statements made thousands of years ago are cited. Many historic statements have been reformulated by Professor Bass in terms of relatively few concepts. He deals with group effectiveness, the evaluation of leadership, management development, coercive and persuasive leadership, status problems and interaction potential. The author is a man of culture and his examples range from Aesop to Voltaire.

Human Rights and International Labour Standards, by C. Wilfred Jenks. *Stevens, 26s. post paid.*

DR. JENKS is assistant director-general of the ILO and he took part in drafting a statement on which the Universal Declaration of Human Rights was based. In 1958, the Secretary of Labour of the United States described this Act as "a notable advance on the road towards the attainment by all of that dignity to which man is born".

The author discusses the contribution which the formulation of the Standards (by the ILO) has made to carrying out the purposes of the Universal Declaration. Dr. Jenks traces the progress being achieved in securing freedom from forced labour on the international level, freedom of association for trade-union purposes, freedom from discrimination in respect of employment on the ground of race, creed or sex, equal remuneration, the right to work and fair labour standards.

Essentials of Psychological Testing, by Lee J. Cronbach. *Harper, 52s. post paid.*

ACCEPTED AS a standard text, this work of fantastic and exciting scholarship, is most welcome in its second edition. The chapters on the interpretation of selection studies, proficiency tests and personality measurement, give innumerable insights into many aspects of selection strategy.

Migrants and Proletarians, by Walter Elkan. *Oxford University Press, 22s. post paid.*

ECONOMICS DEVELOP in diverse ways and Mr. Elkan of the University College of East Africa, shows in this study of labour patterns, how the image of peasants streaming from an impoverished countryside to the new factories does not fit economic development in Uganda.

Here, a pattern has emerged in which there is a ceaseless flow between town and country and in which there are few signs of the growth of an urban working class.

The Bargainers, by George Cyriax and Robert Oakeshott. *Faber & Faber, 22s. post paid.*

THE KEY ACTIVITY of the unions is probably a bargaining one—as much for the white collar and professional unions as for those of weekly wage earners—these two specialists assert. But bargaining itself is breaking new ground, taking in fringe benefits as well as the traditional staple of wages. Trade union law and the influence of trade unions on Labour politics are also examined in this entertaining contribution to informed controversy.

Management Practices, by R. C. Anderson. *McGraw-Hill, 56s. post paid.*

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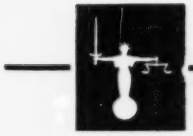

RIGHT SIDE OF THE LAW
by COUNSEL

Speaking the same language

SAFETY officers may be pleased to learn that a recent decision of the Court of Appeal relieves them—for the time being at any rate—from attempting to apply the safety provisions of the Factories Act to motor trucks.

In the case in question, *Cherry v. International Alloys Ltd.*, Mr. Cherry was a motor mechanic in the employ of this company at their Aylesbury factory. The factory made use of nine Lister trucks; Mr. Cherry was an experienced man and it was part of his job to look after them.

On the day of the accident, he was changing a broken fan belt on one of these trucks, in the electrician's shop. He decided, while he was working on the vehicle, to adjust the oil feed as well. To do so, it was necessary to turn a small wheel close to the fan by hand, then a nut had to be tightened with a spanner. During this operation, the engine had to be kept running, and the louvred plate that enclosed the fan had to be opened downward to allow access to the oil feed. Unfortunately, Mr. Cherry had replaced the fan belt before trying to make the adjustment. Consequently, the fan was revolving when his spanner slipped off the nut. His right hand was badly injured.

His version

In making his claim for damages, Mr. Cherry argued that his employers should have treated the fan as a dangerous piece of machinery and fenced it. He declared that they were in breach of Section 14 of the *Factories Act, 1937*, by not doing so.

On the other hand, the employers declared that this Lister truck was not "machinery" to which the Factories Act applied and that they had, therefore, no duty to fence it. Section 14 reads as follows: "*Every dangerous part of any machinery other than prime movers and transmission machinery, shall be securely fenced unless it is in such a position or of such construction as to be as safe to every person employed or working on the premises as it would be if securely fenced . . .*".

The evidence established that these Lister trucks, three-wheeled standard type vehicles, had been in regular and general use in the factory for a number of years and were, indeed, commonly used in large factories. The question raised affected safety methods throughout industry. Mr. Cherry relied on the truck being a necessary adjunct to the manufacturing process and as containing machinery within itself.

After considering the matter, the court pointed out that the Act did not define "machinery" except that it included a driving belt. The Act had deliberately refrained from a definition; the interpretation section merely said "Machinery includes any driving belt". Various sections covered production machinery but did not indicate if they were appropriate to a motor car, truck or other vehicle.

The Court then referred to the section of the Act that dealt with the expression "factory". Ancillary premises used for the housing of locomotives or vehicles or where cleaning, washing, minor adjustments or running repairs only were carried out, were excluded. This, said the Court, was a curious exclusion if motor vehicles were really to be regarded, in whole or in part, as dangerous machinery. But, they went on, it was clear that the word "machinery" need not be interpreted in the widest sense. It had been held that Section 14 did not apply to machines and machinery manufactured in a factory.

They went on to point out that to apply the provisions of the Act to Lister trucks would give rise to all sorts of absurdities. Any lorries or motor cars that came to visit the factory would be included. It could be fairly assumed that trucks were not in the mind of the draftsman. Trucks were self-contained units and the dangers they created were different from those caused by factory machinery with which the Act was primarily concerned.

On average

Nevertheless, added the Court, if the Act did use plain language that must embrace Lister trucks: the provisions would apply to them when they were on factory premises. But though, in a wide sense, such trucks might be machinery, they would not normally be so described. Usually, they would be classed as vehicles. Any layman taking an inventory of the contents of a factory would refer to machinery and vehicles and would put the Lister trucks under the latter heading.

No doubt, the Court concluded, a truck was a machine and its engine machinery, but the full width to the words "any machinery" in Section 14 must be controlled by consideration of the scope and objects of the Act. In the Court's judgment, the object of the Act was not to make provision for vehicles, being things which might travel inside or outside a factory, or the plant or machinery inside them. The wide meaning of the words should be cut down so as to exclude vehicles.

Accordingly, Mr. Cherry's action did not succeed.

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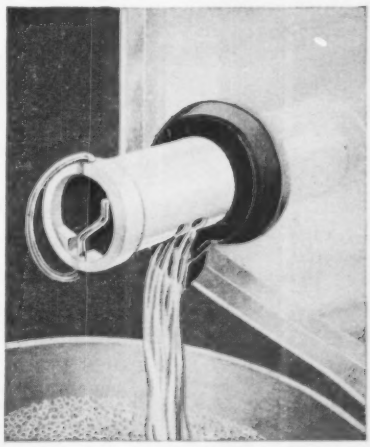

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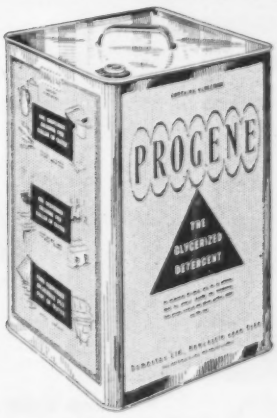

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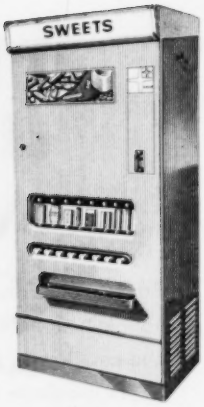

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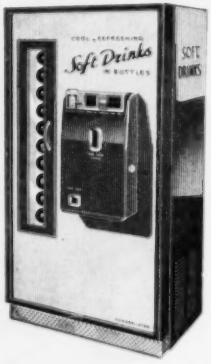

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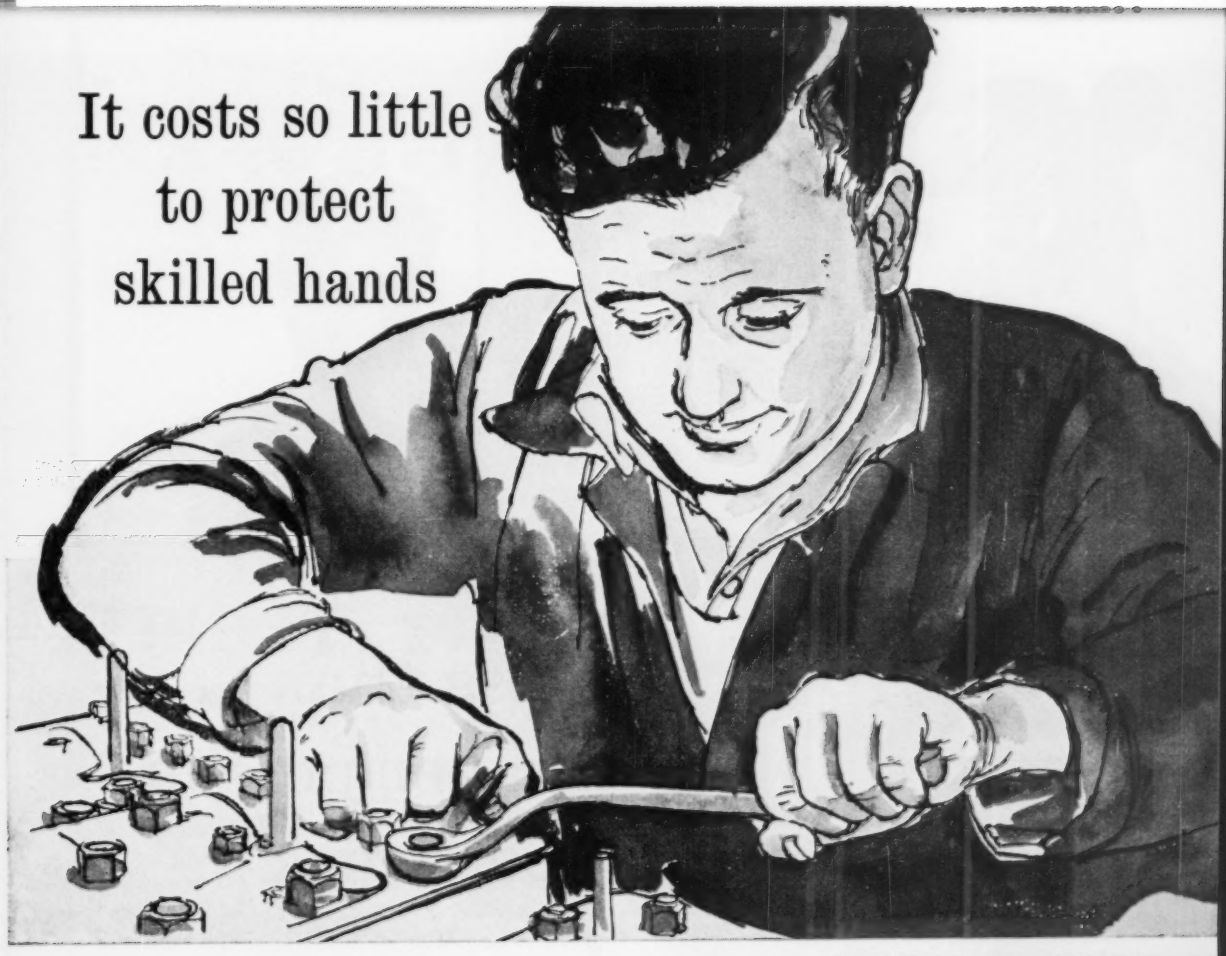

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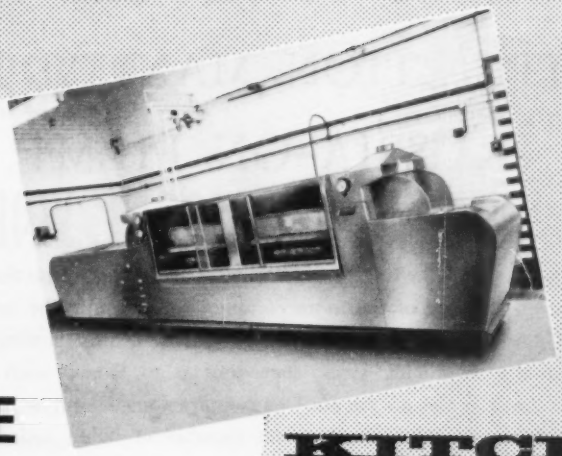

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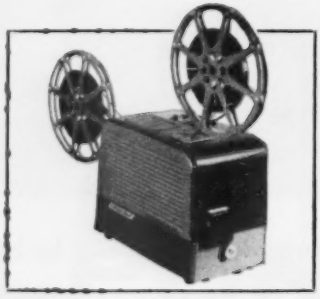

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AP328

These fishermen are among the 900 listed in the seagoing section of the Ross Group's personnel files

It's up to Ted Beaumont to

Tighten up the Bolts

"BUSINESS is more of a challenge than being at sea. Even if you are navigating a ship across the Atlantic, you can do no more than get the vessel to New York —you can't berth it up on the 19th floor of the Empire State Building because you are clever. But that is just the sort of challenge you meet in industry".

Some men grow big enough to recognize and accept that kind of challenge; and such a man is Capt. E. J. Beaumont, master mariner, who has been group personnel officer with the Ross Group Ltd. since 1956 and was appointed personnel director in November. This appointment is the first of its kind in the British fishing industry; and we can see the wisdom of chairman John Carl Ross, in setting up a personnel department, reflected in the fact that rival companies followed suit. Capt. Beaumont's development as a human relations expert has been spectacular and his style invites a rough analysis.

As Skipper:

"I must be captain of my ship".

Ted Beaumont went to sea at 16 with the Ellerman Line and was attached to the wartime British Pacific Fleet: he was also a Royal Naval Reserve Officer. So he has been in personnel management since he was a youth. You see, a merchant seaman is only fined ten shillings for striking an officer whereas, in the Royal Navy, you can command by asking a subordinate to count the rings on your sleeve. "When you are virtually imprisoned in an iron box some 600 ft. long and 60 ft. wide, you just have to see the best in people. Then and now, even when dealing someone a mortal blow over an issue, I am ready to go rushing around with cushions to soften the fall".

Again, when he was secretary of the Grimsby Trawler Officers' Guild, defending trawler skippers involved in the Icelandic dispute, he realized you cannot be a tough manager of men (in what is virtually a trade union), if those men pay your salary. His present role is to offer a service (non-supine) to management: "I'm paid for sound advice and I am prepared to take the consequences if I'm wrong".

As Strategist:

"We don't steam in and say, 'have a policy'".

A basic task for him has been in replacing the complacency of a traditional industry with the self-criticism which he considers the hallmark of success. The advice 'we ought to introduce a merit-rating scheme' might produce in his firm the reply 'Where are they caught?'; and if this is an exaggeration, it is not too far from the truth. As a result, he has been busy, drawing attention to problems, seeing that his department becomes increasingly competent, which is rewarded by managers of certain subsidiaries who are now strong advocates of the department, appreciating its services.

As Tactician:

"You build-in a view so that it becomes his view".

Nothing sinister here, just the art of persuasion well administered! As we know, if an organization needs bending before you can apply a policy, the personnel staff must bend it. Captain Beaumont is not afraid of taking some responsibility for this. He says that policies are not formulae: they must be matched to the needs of a firm and constantly under review.

As Wholesaler:

"I'm on the road selling personnel management. All my business must be repeat orders".

He has had to live down the imposition of personnel work on the Group, responsible for establishing the personnel function and developing policies for an expanding Group. It has been essential that his skirmishes with the powerful have been purposeful—and successful.

As Tutor:

"I try to create good attitudes. Watch people grow and see how they infect others".

It is unquestionably to the credit of Jack Vincent and John Carl Ross, joint managing directors of the Ross Group, that Capt. Beaumont has been on a loose rein for four years, free to attend courses from which he and the Group have reaped massive benefits. IPM, BIM, IWS, NIIP—they have all seen the energetic Captain, invariably not seeking out his own kind, but moving amongst big company people to gain vicarious experience of growth problems.

No Ross Group director has big-firm experience and not one of its subsidi-

aries had a personnel department. As he has learned, so Ted Beaumont has taught.

As Politician:

"Snowploughs before policies: that's us!"

If politics is the art of the possible, Ted Beaumont is possibly a fine politician. To get things done in industry, guile must be matched with guile, and many of the Ross Group's advances in the field of personnel management have the flavour of a Trojan war—in a frostier climate. Thus the personnel director achieves a lot and assists a company far more by selling his Sickness and Accident Scheme, his "jewel-tipped snowplough", knowing that this will pave the way for additional policies which with good timing can be offered to the grateful firm—'the wagons are on the road ready to roll'.

Perhaps the half-dozen sub-titles I have given to his role make Capt. Beaumont seem clever and full of lively attitudes: he is. But it should not seem as if he is a many-hatted executive with more cunning than integrity, more tact than talent, because that would be a subversion of the facts. Firms get the personnel department they deserve and the Ross Group, a fantastic booming set of companies, are fortunate in their 'personnel wholesaler'.

A fish-merchanting firm started by the present chairman's father in 1895, through uninterrupted growth and diversification in complementary industries, has developed from Trawlers Grimsby to the Ross Group, comprising some 115 subsidiaries with over 5,000 employees including 62 deep-water, middle water and North Sea ships with 900 men on board. Trawling, ship-building and repairing, fish-merchanting, frozen-food production, wholesale greengrocery, ice-cream making, printing, motor distribution and H.P. facilities: these are the interests of the Ross Group. Quite a collection! But the remarkable feature of this combine is that it has taken shape within the past five years. When Ted Beaumont joined, they were only 800 strong (minus the trawler crews); and 30 sizeable companies have been taken over since mid-May last year.

Chairman Carl Ross is the take-over genius behind this! And you could regard his personnel director's work as picking up the boxes left in the wake of the take-over ship—some boxes buoyant, some at half-depth. But Capt. Beaumont would prefer the image of a football to analogize this rescue/expansion activity. The subsidiary companies could be called patches on a football: the Group personnel policy is the thread linking the patches on this growing ball that enable them to give a kick to send it further. The first firms taken-over were ancillary to fishing: now they are not planned acquisitions. Possibly, the attraction of 'group know-how' and the easier credit-raising position of a major Group inspire this huddling together, though each company remains practically autonomous.

The opinions of Capt. Beaumont already quoted are distilled from his experience in co-ordinating the personnel activities of this Group. His major work has been in assembling the tall building, subsidiary-gathering and topping up with Ross practices: next year's work will be tightening up the bolts in this rapidly constructed, tall edifice.

Accepting willingly that if his function was to be recognized, it must be understood, Capt. Beaumont decided that where understanding was missing, he should supply it. With sublime ingenuity, he founded his department on a centralized records system "only keeping records that can and will be analysed", and this began a four-year stretch in which he has read no fiction.

This analysis made possible many of the policies which are in being today. Transfers between companies became easier. Age distribution and length of service were analysed and an induction booklet was produced ("Putting You in the Picture")—giving a Company image to old and new employees alike. Salary structures were investigated, training arrangements, wage payments to office staff, pensions—and so on; and various policies were soon introduced as a result of research.

On reflection, Captain Beaumont considers that timing is the main essential for introducing a scheme. So it was not until 1958, after various visits to other companies and long preparation that his department took over responsibility for centralized employment of all Grimsby recruits to the Group.

Work-study techniques had been used in one of the Group's factories since 1952, but the group personnel officer recognized its wider implications and values. Ross directors went to the renowned Central Work Study Department of ICI, and consequently a similar central department was established alongside the personnel department—now providing a consultancy service to subsidiaries who require and request it.

A sickness-scheme ("snowplough") was designed to cut unnecessary absenteeism, to iron out anomalies of policy between firms, to reduce favouritism and to give a greater measure of security to long-service people. To date, sickness absences have been steadily decreasing. Two years ago, a medical centre was established with a qualified sister in charge, serving subsidiaries in the area.

The 1959 National Insurance Act gave Captain Beaumont a mandate to regularize pensions throughout the Group, and this is such a huge task that he has retained a pensions consultant to ensure that the parent Company Board has the best possible advice. He thinks that their "nest-egg" scheme is modest—one week's salary for each year's service, non-contributory, available to all weekly-paid employees of the Group—but it is certainly something to build on.

His department, which now includes Robert Grossett, a valuable acquisition from Rowntree's, consists of his personal secretary, male and female employment officers, the welfare officer (previously welfare supervisor in one of the factories), a nursing sister, catering manager and a records clerk. They run central apprentice selection, have set up wage scales for clerical workers, organize TWI courses for supervisors using their own trainers (for office supervision too next year) plan monthly talks by "function heads" for management development, and much more besides.

The yardstick

But their practices should not be stressed. What they have is not important because it is not what they want—it is simply as far as they can go just now. Captain Beaumont assisted in the design of the organization structure and when he looks at this chart he can see precisely how to attempt the daunting labour of dealing with 5,000 dispersed people—through their managers, who are busily earning goodwill for his projects.

Wisely, practices only become policies after they exist in the Ross group and their young personnel director's ideal of 'personnel management at their request' is not far from realization. Keen on employee schemes as co-ordinating instruments, each with its priceless feedback, Capt. Beaumont is eager to see all Ross Group managers growing—"because when they are growing, they can manage well," in the same way that he is developing, in the optimal business sense.

Discussion Leader

From a balcony

MY suggestion on how to improve our powers of perception and so step up our ability to make correct judgments has produced a letter from a senior executive of a firm which he says is attempting to organize itself for big technical changes on the way. "Some months ago", he says, "I realized that my managers would have to be prepared to make many decisions on their own in the three years ahead of us—so I sat down and thought out how I made decisions, so that I could coach them to improve their own capacities in this direction. I find that I always try to look at a problem 'in the round'.

"I imagine the problem in the centre of a circle. From all angles of the circumference, facts or pressures converge on it. I look at each of these factors in turn. I find they can be grouped as a kind of check-list in my mind. What is the contribution of technology, and organization to this problem? How is it affected by the functions of Personnel, Sales, Production, etc.? How will the decision I make affect all these different parts of my business? For example, I once took a decision which was financially sound and recommended by my accountant, only to find it was having the most serious and unpleasant repercussions in the fields of both production and personnel.

"I could not have expected my accountant to look all round the problem like this—but *I* should have done so. It was my job. I am trying to show my managers how this effort of thinking all round a subject will free them from prejudice and ingrained habits of thought. It will enable them to make more creative decisions—which is what our firm is going to need in the immediate future".

This contribution is particularly helpful, I think, as it gives us the view of problems which the man at the top gets. But this principle is equally helpful for executives and supervisors lower down the scale.

For example, the superintendent of a production department had a bottleneck problem on his hands. One section, the labelling section, was always behind schedule. He had to consider this from several different viewpoints, before making up his mind what to do. The sales department was complaining that customers were getting annoyed at delays in delivery. How much weight should he give to this aspect? The girls in the section were complaining that the bonus rate was too stiff. How could he find out the truth about this? One girl complained that the charge-hand was always standing behind her, pushing her on—it made her feel very nervous, she said.

So this superintendent had to view the problem as being concerned with his relationships with the sales department, with time-study rates and bonus earnings, with the quality of supervision in this section, with group-feeling amongst the girls, and with the complaints of one individual girl in that group. His solution had to take all these factors into account. By patient enquiry, he eliminated the possibilities of the rate being too stiff and the charge-hand being inadequate. He was left with the low group-morale and the complaint from the one girl.

Consequently, he interviewed the girl more than once, and decided she was a trouble-maker. She had no real complaints. He was wondering how to eliminate what he had considered to be the real cause of the trouble, when the girl helped him out of his difficulties by leaving. Within two or three weeks, the production in this department had risen by one-third and there were no more complaints. In a smaller field than the chief executive, this superintendent had still taken all the necessary factors into account.

It seems that we need to look at problems not only in two dimensions, but in three or four. We must consider the time factor which may be affecting all other considerations. Thus a decision which would take account of all the functions may be impractical because there is not enough time left in which to operate; or, more probably, an overburdened manager, harassed by immediate pressures, just has not time to sit down and analyse a problem. So he gives a snap decision or he hopes for the best.

With the blinkers on

I can remember the interview I attended, when I went for my first job. The interviewer was looking for an assistant to himself. Suddenly he shot at me the question, "Are you efficient?" Naturally, I replied "Yes, very". It was only after I had been working in the job (and finding out how very inefficient I really was), that I realized that this question had been prompted by the inner needs of the interviewer. He was a very meticulous and careful person: he could not bear the thought of an inefficient organizer as his assistant.

A personnel manager told a recent conference on this subject about an experiment he had conducted in his firm. Eight groups of job evaluators were asked to decide which was the more skilled work, a cost clerk doing routine cost extensions, or personal secretary to a senior executive? The chairman of four of the groups secretly supported every statement made to the effect that the cost clerk's job was the most skilled. The chairman of the other four groups secretly supported the remarks that the secretary's job was most exacting. The results of this experiment were that the first four groups put the cost clerk's job first, the second four groups said the secretary needed the most skill!

This small experiment is another piece of evidence on something we all know to be true. What we see and what we decide are profoundly influenced by what other people say and think.

After a 15-day study-tour in Eastern Europe O. T. Curtis asks:

Visual Aids

Who trains the training officer?

ARE we sufficiently visual-aid conscious in this country? This question was prompted by a tour I have just made—10 days at a scientific film congress in Prague and an intensive five-day tour of East Germany, studying the use made of visual aids in educational institutions.

Neither occasion was concerned with industrial education as such, but both provided glimpses of the use of visual aids in industry and of the attitude of those concerned with technical education to the visual approach in teaching. The congress was for scientific film-makers and users who were given an opportunity to view what they could of some 250 films screened during eight working days—nearly a third being shown in meetings of an education section, and some of the entries were industrial training and education films.

I saw excellent technical training films such as two parts of a series made for the Royal Canadian Air Force on **Antenna Fundamentals;** one dealing with **Wave Propagation,** the other with **Bandwith.** These films were notable for the excellent animation devised to put over abstract concepts. There were the Czech films on **Paper Chromatography** and **The Preparative Micrometer Calipers in Organic Chemistry**—beautiful colour film expositions of scientific techniques intended for student training. And there was a notable piece of inspired propaganda in **Please Do Not Smoke,** on the dangers to health of smoking.

But what set me thinking hard was a Soviet film, **The Starting System of Diesel Motors.** This was a straightforward teaching film using live photography, diagrams and superimposed animation to outline the operation principles of the starting system and to show how it should be used. I have seen similar films made in Britain—the British Electrical Development Association, for example, has fine films of a similar type (although, naturally, on different subjects); and I can think of films like the Shell-Mex and B.P. **Diesel on Rail,** designed to teach railway staff correct methods of storing and handling diesel fuel.

Think big

If the Russian film was no better than these examples why should it impress so much? The reason is that it was one of a series of about 50 films on all aspects of agricultural machinery, designed for training those who would use the equipment. The Russians think big. In an interview with veteran film director Jemtchujni I was given some idea of this. He had directed many of this film series and told me of some of his other plans—a course on physics for higher-education institutes and a course on languages, beginning first with Russian for foreign residents in the Soviet Union (technicians, students, and so on), and later dealing with French, English and German.

The Russians are like the Americans in their 'big thinking' and the mention of a projected course on physics reminded one immediately of the venture of *Encyclopædia Britannica* in producing a course of 161 half-hour films on physics. Jemtchujni had seen some of these and was very critical of the American approach. He suspected they had merely filmed lecture demonstrations (as indeed they had); and, in his view, this was not the way to use film. He planned his course as a series of film illustrations presenting information in the film idiom, rather than trying to give one a front-row view of the lecturer.

This difference in approach was underlined by one of the American films, **Similarities in Wave Behaviour,** which was a filmed lecture with some close-ups of demonstration apparatus.

What point of resemblance there was lay in the fact that Americans and Russians are both prepared to use film intensively for teaching.

But there are other visual aids than film, and the visit to East Germany was instructive in showing what use could be made of them with a highly organized, efficient centralized service. This was provided by the Central Institute for Teaching Aids, which provides every type of aid from dolls' houses for the kindergarten to the most elaborate equipment for advanced university work. The Institute operates through regional offices which maintain links with schools and other educational establishments by means of teachers' committees on visual aids for every subject.

The approach to visual aids is much more determined and far more carefully worked out than anything we have here. I visited two schools and saw the elaborate range of visual aids they had. I visited the central exhibition of the Institute and was surprised not only by the variety of equipment but also by its lavish supply. Where we have a few anatomical models for biology teaching, they have scores. Where we provide a useful range of physics equipment, they provide a lavish one which even included miniature wind tunnels, sectioned models of car engines, pumps and other equipment.

Set pieces

Not only are teachers and lecturers encouraged to use this, but they are (from their training days) expected to become very visual-aid conscious. Every teacher in training has to produce a visual aid for examination. I saw some of the results at a teachers' training college — a three-foot-high model of a coke oven; an elaborate detailed model of a wagon-tipper; a sectioned fuel pump for a diesel motor. These were among the several hundred pieces of equipment which had been made by students.

Every university had its visual-aids department which could produce anything from a simple chart to a sound, colour film. The one I visited in Halle included underwater camera equipment in its stock, and was busily engaged in preparing panels for an exhibition showing some of the many aspects of its work.

All through

What is the significance of all this for industrial education and training in Great Britain? In the first place, it shows one of the methods by which large numbers of highly qualified technicians and scientists are being trained. Secondly, it shows that even for advanced work, resort is made to visual methods when these are thought likely to be effective. And finally, it shows that by emphasizing the importance of visual aids from the earliest stages in education, one is imbuing people with the idea that the visual approach is one that can be effective in many teaching and training situations.

One can find many good examples of the effective use of visual aids in industrial training in Great Britain. But if one reflects on the over-all picture, one can think of many lamentable examples of their misuse and many more situations where they are never used at all. How many of those training students in industry today can claim to have had a proper training themselves in the use of visual aids? How many are there in large organizations who rarely see the films, filmstrips, charts and other aids produced by their own company. Indeed, how many are there who are ignorant of the existence of some of these productions in their own firm?

I have had the doubtful pleasure of introducing an education officer to a work-study film made by his own organization; and of hearing later that he had had the pleasure of introducing this film to his own regional work study officer. I have had a group of 20 students from industry on another course and found that of the films I showed them (chosen for their quality and not necessarily because they were new or recent productions), none had been seen by more than three present.

These are certainly not isolated instances. They reflect a situation where visual aids are the Cinderella of the education world. One hardly expects to turn the pumpkin into a golden coach, but a good deal more could be done to remedy a bad situation. Much more training should be given in the use of visual material —at teachers' training colleges, at higher educational institutions, and in industry. Much of the money that finds its way to prestige public relations productions could be used to finance the making of visual aids of all types for teaching and training (which, incidentally, would do a useful public relations job too). Much more could be done by the makers of visual aids to study the practical needs of the educationists.

So far in the dark

Almost nothing has been done in this country to ascertain the effectiveness of visual aids in teaching and training. And hardly any material exists on the use education officers and others actually make of the material already available to them. We still await a really effective film statement on the use of film as a training aid. Where is the chart which explains in simple visual terms how best to use another chart? Where is the central information service to which the educationist can turn for details of the available visual aids in his subject?

When such excellent films are being made in industry, why is it that they are so little used?

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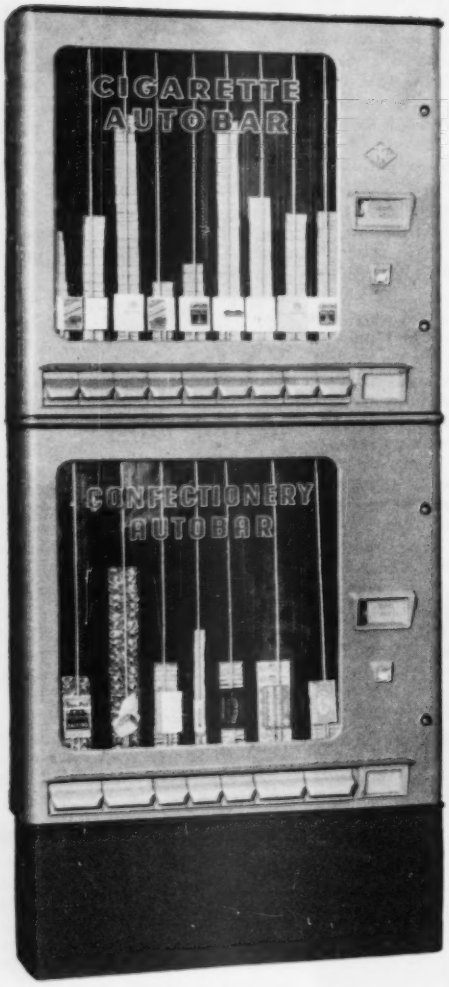

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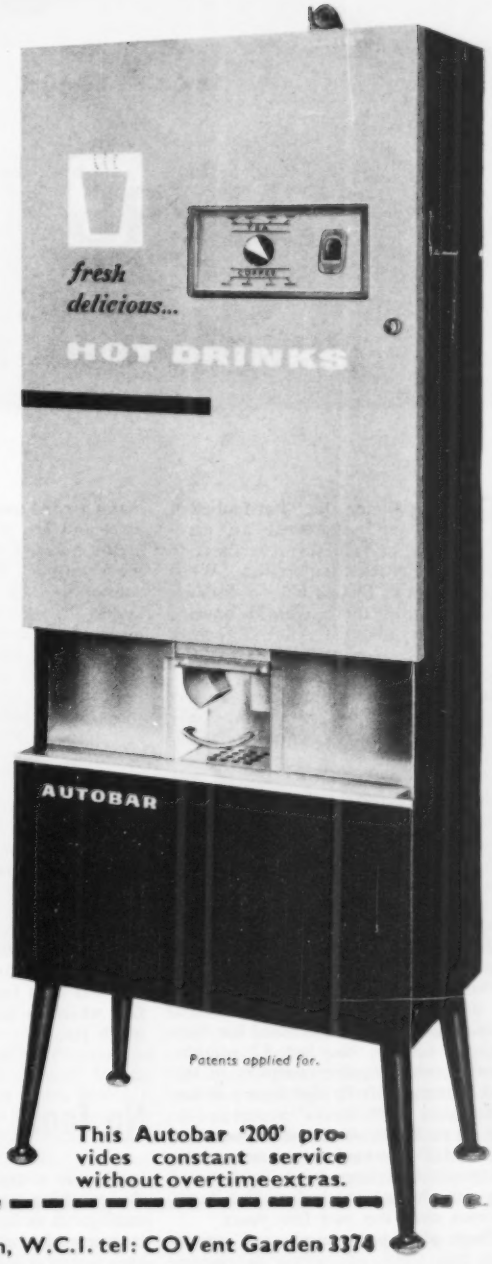
- Revolutionary styled engineering.
- **THE AUTOBAR '200' IS THE LOWEST PRICED MACHINE ON THE MARKET.**



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by John Samson

WELFARE

. . . *gets its wings*

THIS summer, the "Fat Ladies of England" chartered an aeroplane to take them to Paris to meet their French counterparts. When a spokesman of British United Airways recounted this, there seemed nothing extraordinary about it. After all, people are always chartering aeroplanes, and it is not such a rare happening.

But what is outstanding is the fact that an increasing number of the people using such transport facilities are neither celebrities nor eccentrics: they are average men and women who spend most of their waking lives inside a factory or office building, doing an ordinary job of work.

What does "an increasing number" mean? Thomas Cook, the travel agents, estimate the number of enquiries for chartered flights exclusively for works' outings has doubled in the last two years. Derby Aviation, a charter firm in this business in a big way, state that the usage of air flights for industrial pleasure outings has increased for them 100 per cent in the last 12 months. Another magnum-size company in this field, Channel Air Bridge have counted as many as 2,400 works' passengers on this year's flights: "almost a quarter of our uplift." And other organizations—independent airlines as well as travel agencies—have remarked on the steady increase over the past few years.

There must be a number of reasons why this form of outing is coming more and more into fashion. In the first place, it seems inevitable that in such a heavily "motorized" country as Great Britain, the attractions of the seaside—Southend, Blackpool and the rest—have lost much of their appeal. The increase in the motoring population has also had the tragic effect of making road journeys more of a nightmare and less of a time-saver.

But none of these facts can answer the question: "Why do people want to resort to air travel and outings abroad?" First, it has now become more common for the ordinary working man and his family to take advantage of tours abroad for his annual holiday: they can afford it! And if they can afford a complete holiday, they can certainly meet the bill of a one-day or week-end flight by charter to the Continent.

After all, what does it cost? Take the case of the lathe-operator who chartered a 40-seater aeroplane to fly to Nice for the week-end. He chartered it for £200. Then he found 39 workmates to come in with him and off they went. Even if they paid as little as £5 a head, it was a pretty cheap return fare, particularly if it is compared with the rail and boat fare to Paris (not half as far) which is something in the region of £6 10s.

No fools

This is a typical example of what the working man regards as a real outing. It is by no means an isolated instance of such enterprise, and it is also a useful reminder to management that, just because a man works at a routine job with few demands on his resourcefulness, there is no reason to suppose that he has no initiative, no culture, or that he is easily satisfied with conventional pleasures.

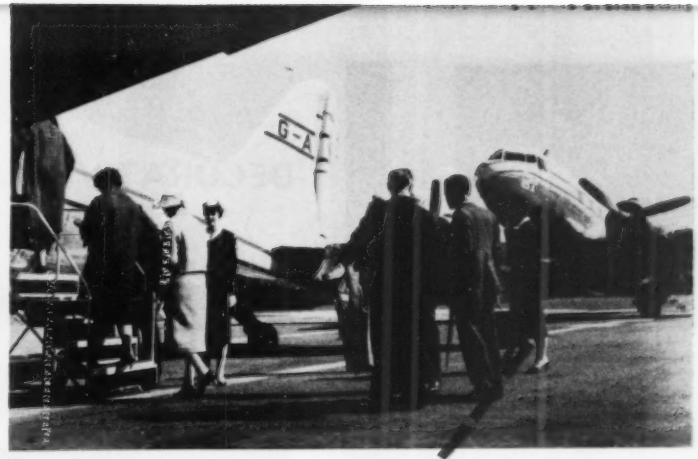
The activities of H. Clarkson Ltd., are additional witness to the wider horizons now being sought by industrial and office workers in this country. Mr. T. M. Gullick, a director of the Company, has foreseen and tasted some of the potential in this sphere. His agency has for some years offered a complete service to industry for works outings by charted aircraft. Besides laying on the necessary transport (including road services to and from air terminals), they have found it worthwhile to actually help sports and social club organizers in the preparations for trip. This includes detailed costings according to the type of outing required, the availability of insurance facilities, and the provision of suitable promotion literature.

Other agencies are endeavouring to make similar arrangements. And this provides yet another answer to the question of why workpeople are flocking to the aerial outing service. Clarksons will provide a fully organized day-trip to Ostend for only £6 10s., including all meals, courier service, transportation and certain organized tours. A Saturday/Sunday excursion to Paris through the agency of Shaw's Travel Bureau will cost no more than £8 15s., including accommodation.

Time also figures dominantly in this business. People are asking themselves why, in the same time that it takes to motor-coach to the sea, they should not be on the Continent. It is an established fact that you can get to the Belgian beaches in the same time as it takes to motor from Oxford to Southend. And even if this were not so, most people are now looking further afield for their entertainment and are prepared to venture abroad simply for a new experience. The delight of smelling new smells!

An added attraction of air travel in industrial groups is the fact that even the journey becomes a worthwhile part of the outing. It would not be exaggeration to say that air passengers are actually spoilt during the flight by the attention lavished on them by airline staff and couriers. None of this is available by any other form of transport. For the works outing to which wives are also invited such treatment has obvious advantages.

The mixed party receives special consideration from most airlines and agencies. Not a few have emphasized the appeal of overseas travel in this form to the women. For example, Skyways Coach/Air Ltd., make great play of the shopping facilities of various continental towns: Beauvais in particular. A representative of Derby Aviation, who expresses great optimism about the air outing, gives as a concrete advantage the fact that the danger of the outing developing into a pub-crawl is eliminated. Not to say that drinking is out: bars can be provided if required.



Or a day . . .

. . . at Beauvais

Peak bookings

Despite every benefit that charter excursions have to offer, it would be unfair to forget the conditions necessary for their success. Foremost among these, it is essential to observe that from a cost angle, much depends on the degree of support lent to any one excursion. Chartered flights are low-priced only if an aircraft is full: one or two last-minute cancellations can mean a substantial increase in the *per capita* price.

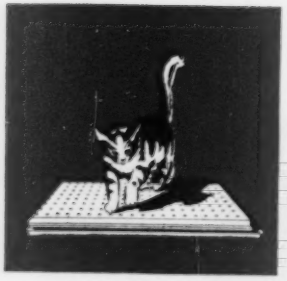
Costs are also much higher at peak periods: Easter, August Bank Holidays and at Christmas. At these times, the demands made on the available aircraft are naturally much higher from the general public outside closed group travel. Many charter firms and agencies are already fully booked for these periods in 1961—many charters were arranged six or seven months ago.

The same applies to week-end trips. Some agencies are already having to turn away business because of over-booking earlier in the year. However, there is every reason to suppose that the mid-week flight will grow in popularity. In the first place, reductions in fares for a visit so timed can reduce the cost per passenger by as much as 15 shillings: a factor that may well tempt some people who are marginal in their enthusiasm at week-end rates. It has also been suggested that, since many firms arrange their annual holiday periods to coincide with the August Bank Holiday, they may wish to give their employees a replacement 'week-end' either earlier or later in the season.

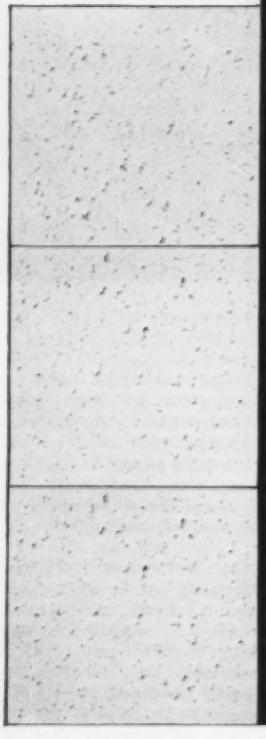
Industrial travel experts openly admit that they have not yet reached the peak of their success in this field. There is every sign of their redoubling efforts to broaden their approach to management and to workers' organizations. One point of attack looks obvious; why not, instead of making so much fuss about gold-watch presentations, spend the money on a top-flight outing for long-service personnel? One personnel manager I know has already broached the subject with his company.

Other firms who have witnessed a falling-off in the support given to their welfare activities are known to be considering substituting a once-yearly continental excursion for their workers. Firms that amalgamate with widely diverging social activities might also consider similar change-overs.

One last measure of the growing popularity of works charter flights remains. From next year onwards, airlines will be compelled to keep a strong check on the number of flights they undertake for separate companies. When Government regulations are applied to an industry, this often means a curb on supply. That is the time when demand grows.



DECORATIVE ACOUSTIC TILES



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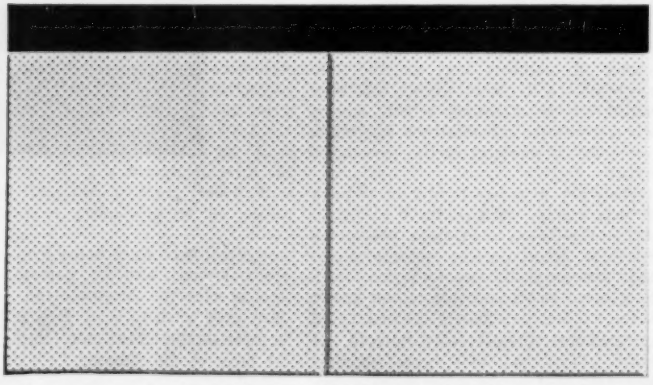

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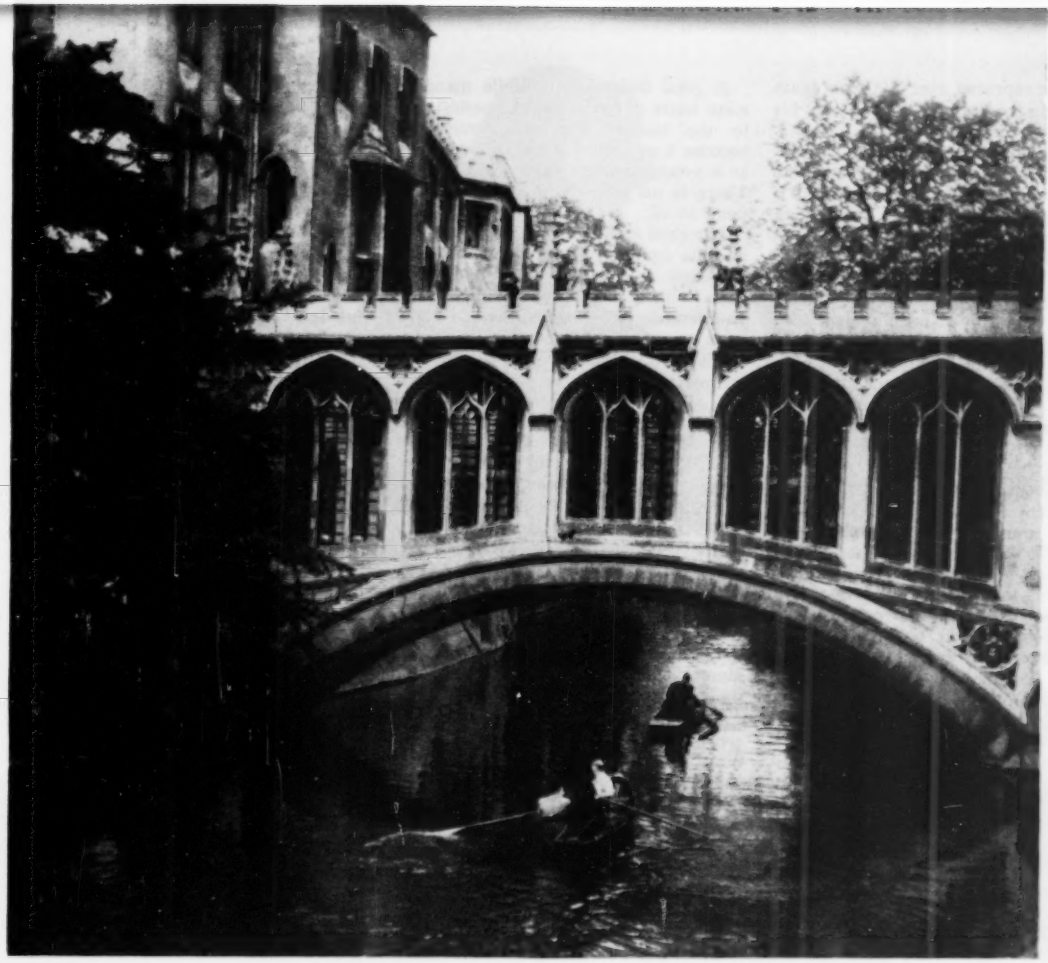

On the 'milk-round' with Dr. McMurry

Sparrows and Eaglets

Question: How can you tell, in campus recruiting, whether a college senior has management potential?

FIRST, and obviously, you can measure his intelligence and ascertain what he has learned. The critical factor, however, is something different: Does he have the requisite personality qualifications? And this you can also determine.

By the time a young man is a senior in college his basic personality make-up has already become firmly established. If you take a careful look at what he has done—both in school and out—you will see certain patterns of

Concluding chapter from 'McMurry's Management Clinic', Business Publications and Batsford. 36s. post paid

behaviour repeated over and over again in varying contexts. These are his basic habits, and you can safely predict that he will continue to exhibit them throughout his adult life. From the factual record, therefore, it is possible to tell whether the young man has management potential or not. If he has, it will show up very clearly in what he has done.

There's only one catch—and it's a big one. You must have a clear idea of what type of management potential you are actually seeking. Otherwise you will not know which characteristics in your candidate are assets or liabilities on your particular job. Many companies are completely confused on this. They even draw up lists of qualifications which are internally inconsistent, e.g. 'a broad-gauge planner; must pay close attention to detail'. Then they are disappointed when they are unable to find anyone who meets their stated requirements!

What usually happens in these companies is that their college recruiters are so thoroughly confused about what to look for that they give up trying to match applicants with the alleged job requirements. Instead, they hire in their own image. Since a boy is all too often sent on this man's errand, the recruiters are usually of quite limited stature. In consequence, so are most of the trainees they hire.

This sounds extremely serious; it may or may not be, in actual fact. It all depends upon what eventual level in the organization the trainee can realistically be expected to reach. Not every trainee can logically expect to become president of the company, and the estimated ceiling for the typical trainee has real bearing on the qualifications he should have and the training he should receive. It is this major point which most companies overlook in their thinking about management development.

Not even classmates

Contrary to popular belief, a successful vice-president in charge of sales is not merely a matured and seasoned version of almost any successful district sales manager. Most important of all, a successful chief executive is definitely not a matured and seasoned version of almost any successful middle-management man. They are birds of a different feather from the very start.

A good trainee for middle management bears about as much resemblance to the trainee who will eventually become a successful company president as a young sparrow does to an eaglet. There is no problem in differentiating them at all.

The good middle-management trainee is quite common on all campuses. He possesses all the humdrum middle-class virtues. He works hard; he co-operates with others; he is loyal; he is a conformist; he saves his money; he follows a schedule and is upset by changes in his routine; he does as he is told willingly (thereby earning satisfactory grades) and even likes to be told what to do. He is somewhat unimaginative; he rarely takes unnecessary chances; he never initiates new activities; he never flouts convention. This is the type of trainee who is easily recruited by an assistant personnel man, for he is usually from the same mould. And this last statement is not intended as a slam at either man. Businesses have tremendous need for such people. They are almost always a credit to themselves, their companies and their communities.

In contrast, the potential chief executive is a much rarer bird. He is much more flamboyant and colourful. He too works hard—but only toward his own goals. He has tremendous energy, which is sharply focused on a specific objective. He is a nonconformist, but not just for the sake of nonconformity. He is a rebel with a cause. He has imagination; he dares to take risks; he flouts convention when it suits his objectives to do so; he initiates and innovates; he plans on a large scale. Although he is usually respected by teachers and students, he is frequently not well liked by them, the reason being that he dares to rock their smug little world by being different. He chafes under routine, and questions arbitrary authority. He will never be snared by the dull and secure prospect of a job that will be good and steady until retirement on pension at 65. He seeks adventure, growth, opportunity for risk-taking. The assistant personnel man usually rejects his application because he doesn't fit the pattern of those he knows in the company; he is afraid of the consequences of hiring him. Ordinarily this is not particularly harmful to the company because most companies (especially the big ones) don't know what to do with such men if they hire them.

The structured routine of most management development programmes is fine for middle-management trainees. The fledgling chief executive, on the other hand, needs quite different handling. Mainly he needs a chance to do things on his own—to have a rapidly increasing area of authority within which he is free to operate as he sees fit, being accountable only for the end results. Smaller companies frequently provide this wide-open room for growth far better than big ones because they are less fettered by policy and less highly structured and functionalized. Everyone in a small company is expected to 'double in brass' and frequently to 'play it by ear'.

Tapping the glass

There is no point in trying to hire a potential chief executive unless proper provision has been made for his seasoning and development. He will quickly drop out of an ordinary management-training programme, for it does not meet his needs nor quickly lead where he wants to go.

Before you decide what you want from the campus, therefore, you, as chief executive, must ask yourself the critical question: Can I and my top associates tolerate the independent, dynamic, aggressive and nonconformist youngsters from whom future entrepreneur managers are made? If you can, fine. Go to the colleges and recruit a few eaglets yourself. But if you are by nature an autocrat, comfortable only with submissive, passive, dependent conformists, you must face the fact that there is no place in your company for a successor to yourself, at least while you retain control. Use your management-development programme to attract and hold middle-management personnel, good technical men and administrators, but forget about developing a future chief executive for the company. If the climate is not right for developing him inside the company (you being the principal ingredient of the climate), then eventually he will have to come from outside.

Just bear this in mind: You'll have no difficulty determining which college seniors have good management potential provided you know the type and level of management potential you are looking for. There's no difficulty either in developing that potential effectively, provided your training programme fits the trainee's needs. Ask yourself: "Potential for what? Training for what?" before you begin.

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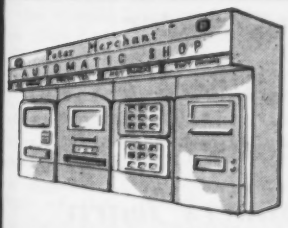

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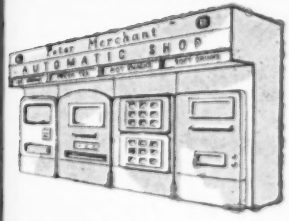

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Sweet taste of success

by Richard Bates

As vending machines appear in greater numbers on industrial sites, makers learn swiftly to improve 'palate relations'

EVER since the manufacturers started their "blitz" on industry, trying to have them accept automatic vending machines as part of the catering service, they have met with two major objections: one from employees, the other from management itself. The workers have maintained that food and drinks from a machine are never of the same quality as refreshments sold over the counter. Management has questioned the staying-power of machines under the pressure of a works situation.

These are invariably the problems posed to any vending manufacturer or distributor when he tries to develop a new site. Yet, the mushroom growth of automatic catering in factory and office premises over the past 12 months suggests that, once potential customers have been assured on both scores, they are more than satisfied with the service they receive from a mechanical installation.

Fundamentally, what has happened is that the manufacturers have taken account of the problems, and that they are more than ever attempting to break down old antagonisms. In the first place, there are astounding improvements in machine design, whereby manufacturers are getting to grips with the problem of machine reliability and operation. Additionally, suppliers are making solid progress towards ensuring that the product that is vended from their machines compares favourably on the two counts: that the quality and taste of food can compete with food from "manual" sources; and that what is actually promised will come out of the machine.

How far have they come since last year? That was the question in the forefront of my mind when I visited a number of manufacturers recently. We can take it for granted that cold meals, snacks and drinks will differ in no substantial way from the same products sold in the conventional canteen or from a trolley. Where the choice could vary is in the case of hot meals and beverages.

Take the tea problem. Even assuming that the average Britisher is not the connoisseur he thinks he is, it is an inescapable fact that there are many brews that he just will not accept. Encompassed by this refusal to take "any old thing", there are the cases where a workman will not even take the tea-trolley offer: he would rather do without, or make his own. Not an ideal situation for somebody to suggest that he should have a cup dispensed by automatic means.

But, so far as I am concerned, there is nothing to object to. From my tour, it has become obvious that a factory can have more than a reasonable choice in the tea they offer. A cup of hot tea from the new *Teamatic III* is made individually from leaf in 10 seconds; and it is an excellent brew with just the right amount of sugar for my taste. Like most other machines, it can be

varied to give a strong or a weak cup, although it was not possible for the makers to show me how easily a spoon would stand up in the strongest mixture.

Some managements have expressed the opinion that a machine that gives tea from leaf is the only answer to satisfying the worker's conservative taste. However, they are still prepared to try other machines. Among those I sampled, there were two models that, although starting off from leaf, actually fed the machine with a concentrate.

Open choice

These machines—BAC's *Mark III* and Gloster's *VM 34*—have been tested fairly. Personally, I would not like to choose between them for flavour: they were both up to a standard that I thought more than palatable. What was noticeable in particular was the fact that they seem to have overcome the problem of a strong tang that one always used to associate with any hot drink coming from a machine.

Of course, the Gloster and other hot beverage models are also capable of dispensing supplementary drinks apart from tea. You can have chocolate, coffee and soup from them: and in the main, I find it hard to locate particular faults. There is one reservation I would make in this context: I wish that the manufacturers would do something to damp down the heat from the cups they are currently using. I find it difficult to believe that a workman likes to handle his cup by the base and the lip, rather than clamping his hand around it—because we do not all have shovel-tough palms.

Coming to the problem of hot meals, there is unfortunately very little to report. Basically, there are only two alternatives: any one of the compartment machines, or W. M. Still's American-designed model. To dispense with a possible complaint: the food from any of these machines is as hot as, if not hotter than, one would expect to obtain from the industrial servery.

Despite the compressed look, if you use a foil container—as seems the mode—there is adequate food to keep most men going for an afternoon. I have had sausages, creamed potatoes and cabbage from both machines, and in both cases I would have preferred it to the same dish (in lesser proportions) that I bought in a cafeteria just off Leicester Square.

Over the horizon—

a glance at the 1961 vending programme

To cope with industrial demand, Autobars Ltd. are to import machines from America

Currently selling 6,000 cups of tea a week, Green Barbour Ltd. are aiming at 1,000,000 cups a week in 1961

More floor-space at Gloster Equipment's Hucclecote factory is being turned over to vending equipment manufacture

Machine Economy Ltd. have 40 machines now out on site. Next year's production target is 1,500 machines

Production lines are being doubled up by Joseph Sankey & Sons Ltd.

W. M. Still & Sons Ltd., predict a possible 100 or 200 per cent increase in sales of their models. They have already sold more machines in 12 months than they sold in the previous three years.

Manufacturers still have qualms about going 100 per cent into the hot-food market, and I understand that experiments with other methods of serving (in cans, for example) are currently under way. People not yet in the field are thinking about deep frozen packs from which individual portions are heated as required. That may well be the final answer, provided that it can be kept within a moderate price range.

To please

Quality is receiving concentrated attention from manufacturers who are drawing upon the resources, experience and knowledge of some of the leading food firms in Britain and the United States. During interviews with company officials who are planning to extend their range of machines to include hot food and drink machines, I found that they too have put palate relations on top of their list of priorities.

But this is a shared position. Service, they say, must be on the top line: without it, they would find themselves unappreciated by industrial customers.

What is even more encouraging is the trend by makers of simplifying the mechanical aspect of their machines! Of all the models I inspected, there was not one that had not been modified as a result of operating experience. This takes many forms. One machine that would, on the maker's admission, have needed a qualified engineer to look after the most trivial fault, now incorporates completely fool-proof features. Others appear to have been almost denuded of their mechanism: these modifications have all been incorporated in the interests of smoother, trouble-free service. The ultimate has almost been reached in one particular machine—admittedly only for non-perishable goods—which relies on no source of power other than gravity.

Manufacturers are convinced that they are only scratching the surface of the vending potential in industrial and commercial premises. Each predicts and is planning for greater expansion in the next 12 months. The education of the potential customer—management as well as the worker—has begun. Logically, it started with the self-education of the vending industry. Now they have the answers, there will be no stopping them.

Opening the eyes of industry

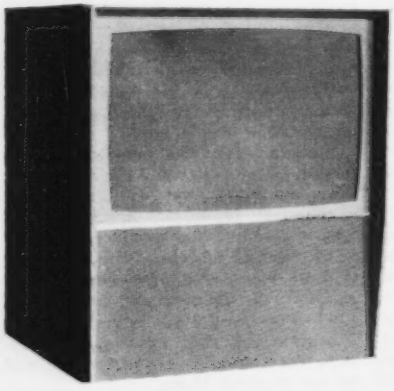
Closed-circuit television (EMI Ltd.) permits close analysis for industrial film-makers

WHEN people of all levels of intelligence are familiar, through television and the popular cinema, with sophisticated visual presentations, the out-of-date films, slides and training aids in industry have been causing some unease amongst industrial educationalists.

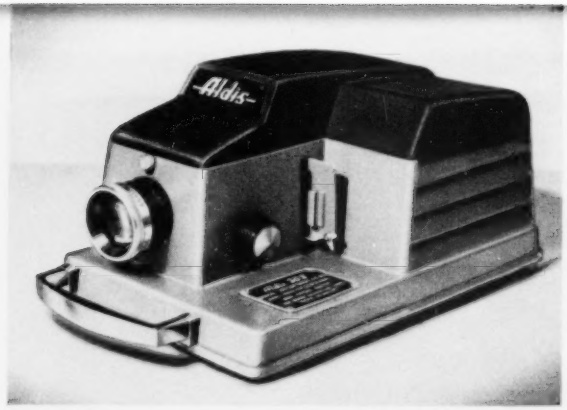
Signs that firms are growing more conscious of the multiple benefits of visual displays are more frequently encountered and more generally admitted these days. Industrial photography and its visual training possibilities were in bold prominence at the 2nd Industrial Exhibition in London last month.

That we have far to travel in this field is obvious (see O. T. Curtis's report on page 28), but the wealth of reasonably priced equipment, marketed by not a few reputable firms, is a heartening and re-assuring fact.—Peter Wright.

For slides or transparencies, this compact projector (Sound Services) is free from audience 'beam-breaking'

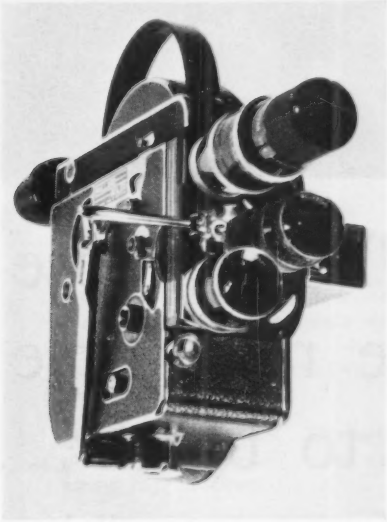


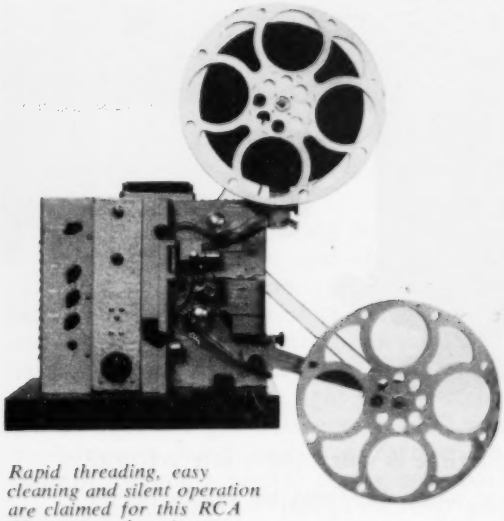
The 'Traveller' hanging screen (R. F. Hunter) has a fine quality surface, protected by a strong steel casing when not in use



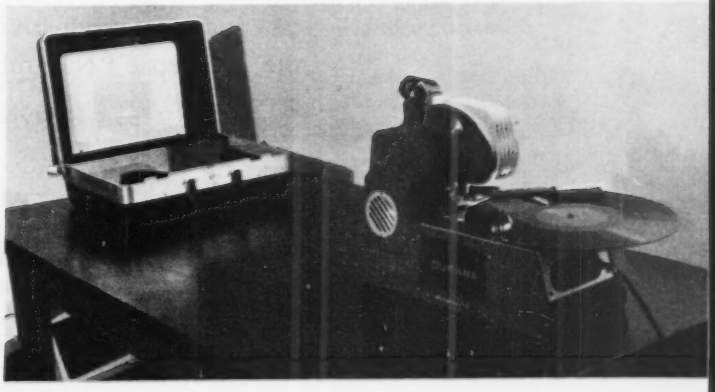
Colour slide-projection is economical with this 'long-throw', fan-cooled unit—one of the many equipments distributed by Neville Brown

Your firm on film—the Paillard Bolex 16 mm cine camera will give 'travelling-effect' when fitted with the zoom-lens attachment





Rapid threading, easy cleaning and silent operation are claimed for this RCA 16 mm sound projector



Screen, slides and sound (on record)—all in the single DuKane 'Micromatic' set

Let him choose the right time to break....

He knows the right time is when there is a 'natural break' in his work; or when he feels he really needs to replace lost energy. Fixed 'tea breaks' rarely come at the right time for everyone on the production line.

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HOLLYWOOD projectors fitted with 1200 watt lamps have been in service for many months at Butlin's Holiday Camps, Arts Cinema, Cambridge, Bowater Corporation theatre, and many other locations.

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16mm PROJECTORS

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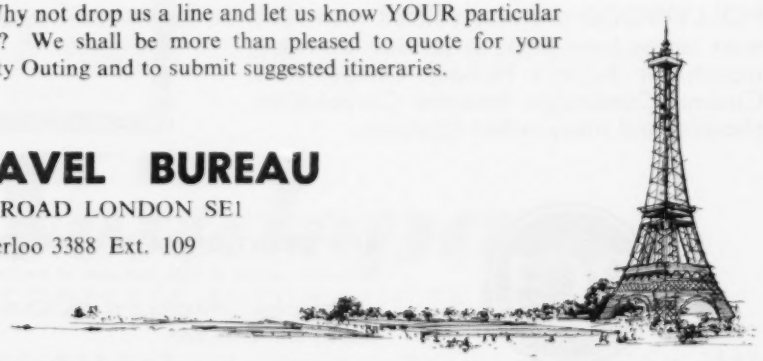

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Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.

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EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● **EFFICIENCY** ● **WELFARE** ● **OFFICE AIDS** ● **SAFETY**

● **CLEANING** ● **HEALTH** ● **VENDING**

For more details, USE OUR READER SERVICE FORM (facing p. 38)

Protective Clothing

INDUSTRIAL FASHION

IN addition to the 4-oz weight nylon and seersucker nylon fabrics which the makers of *Beautigowns* are already using so successfully, they are the first to introduce Couture nylon to industrial wardrobes.

This fabric is said to have a much greater opacity and fully matt finish and appearance, plus a smooth, velvety 'feel', and deeper, more solid shades. It has already been used in one salon model (*Allura*) and the suppliers are now prepared to accept substantial orders for other models in their range to be made in the new fabric.

There is a full range of standard sizes and colours. Any deviation in size or garments made to special measurements are subject to a 10 per cent extra charge. Prices range from £3 15s. to £4 12s. 6d., plus P.T. An illustrated brochure and colour patterns are obtainable on request.

Enquiry Ref. No. P12/1

TERYLENE STYLES

STYLES and fabrics for protective clothing cannot claim to change as frequently as do those for normal consumer clothing. However, when a change does come, it is much more significant for the wearer and for the purchaser.

That is why we are particularly interested to note the introduction of Terylene to the range of *Werx* industrial wear. The makers explain their faith in this fabric on the grounds that,

in their view, Terylene has proved to be far more resistant to acids than, say, cotton. They have carried out tests to prove their point.

Our illustration shows a new, raglan-sleeve, two-piece suit that can be con-

(continued on page 47)

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SPECIAL DAY AND WEEKEND AIR TOURS AT MODEST INCLUSIVE COST CAN NOW BE PLANNED FOR 1961 FOR STAFF AND SPORTS CLUB PARTIES.

These attractive excursions include:

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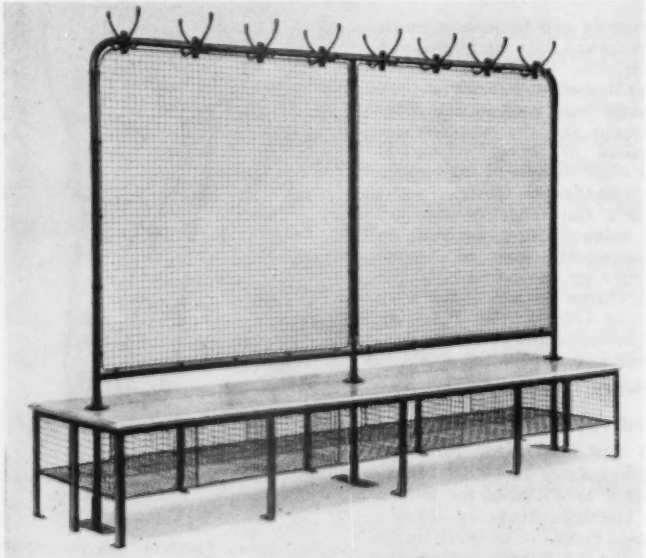

Fig. No. 2616: Also available single-sided for wall positions or base unit alone can be supplied together with hat and coat hooks for wall fixing. For complete range, please ask for List No. PMT 1009.

Hygienic . . Durable . . and easy to install

The Mild Steel tubular framework encloses a panel of $\frac{3}{4}$ in. square mesh, and the wooden seat is supported by an angle frame and tee bar legs. A compartment for boots and shoes is provided under the seat. Available as single or double sided stacks and finished Olive Green or Black enamel.
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sidered a major departure from 'overall' conventions. Garments such as this have been submitted to working experiments. One test showed that even after two years' wear in acid-laden atmospheres, Terylene boiler suits broke down no more than is usual for normal wear and tear.

A booklet has been prepared to show the complete range of *Werx Terylene* clothing. The results of controlled comparative tests are also available.

Enquiry Ref. No. P12/2

Office Aids

COMPACT STAPLER

IN the new *Nipper* stapling pliers, most of the disadvantages of the conventional tools for this kind of work have been removed.

For example, there is an obvious improvement in the handling of such a device: the need for a flat and stable surface on which we usually have to

rest the papers to be stapled is eliminated. By gentle pressure on the 'cantilever' handles of these pliers, documents can be stapled without even removing from the file.

The staples themselves are of such a size that they reduce the amount of 'fanning' which is common to papers retained at the corners by bigger staples. Although the makers have not commented on this feature, it would seem that the reduction in the bulkiness of correspondence held together by *Nipper* staples should add just a little to the capacity of any filing pocket or section.

Compactness dominates the design of these useful pliers. In fact, the only great disadvantage they appear to have lies in this very aspect of their construction: it would not be particularly surprising if the office had occasionally to buy additional sets, simply because someone had left them in her pocket, forgotten them, and taken them home.

Enquiry Ref. No. O12/1

DO-IT-YOURSELF BINDING

UP to 50 per cent of storage space might well be saved if old invoices and papers (wanted but no longer in current use) were bound into permanent reference-book form. It is for this purpose that the makers of the *Planax* binding solution and system have recommended their products.

It is claimed that, after only a little practice, anyone should be able to bind papers and cards of different sizes and thicknesses into books, pads or sets up to 3½-in. thick and 20-in. long.

The *Planax* solution is a cold glue, with great strength, high elasticity and resistance to deterioration by age. It does not remain on the surface of the papers that are being bound. It actually infiltrates the paper fibres to give a lasting toughness.

For maximum effect, the makers recommend that the solution should be applied in an undiluted form, although in exceptional cases a 10 per cent dilution would be satisfactory. The cold glue is applied and well rubbed in with a special, rust-resisting brush which can be cleaned in warm water after use.

Planax solutions come in a variety of colours—white, blue, red, green, yellow, brown and black—which can be used as a form of coding for the bound volumes.

The system used to bind documents comprises a *Planax* jogger, binder and a quick-dryer which renders newly-bound material ready for storage or use in something like four minutes. Other accessories for particularly individual requirements are available.

Enquiry Ref. No. O12/2

HYDRAULIC CHAIR

WE are now becoming used to the obvious qualities of 'correct posture' chairs for the office. But the *O/UR 777* model has combined this with another ergonomically sound feature: hydraulic lift.

(continued on page 49)

All Panorama perfect

Lifeguard: Offers maximum all-round protection with extreme lightness. Radiating ribs deflect head blows, bright aluminium surface deflects sun's rays. Fitted with adjustable head harness and chinstrap. Available in a range of colours. The Lifeguard carries the licensed Kite mark B.S.I. No. 3171.

951 Universal Eye Shield: Light and comfortable and easily adjusted to fit faces of all widths by means of its pliable side arms and patent spring hinges, the Universal eye shield gives complete protection from front and sides against all but the heaviest impact hazards. Available in clear, green or smoke anti-glare shades.

Face Savers: Fitted with heat-reflecting clear or coloured screen, and polythene, fully adjustable head harness, afford complete comfort and protection. Remain firmly fixed when vizor is lifted up or down. The cellulose acetate screen is removable.

Fitted with CELASTOID Acetate screen.

Pyrene-Panorama offer industry one of the most comprehensive and time-tested industrial safety protection services in the country. The Pyrene-Panorama range incorporates the latest techniques and materials available, bringing a new high level of safety to industrial safety equipment.

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For further details complete enquiry coupon facing page 58

This innovation is only one attraction of the new model. Others include a large, shaped back-rest, self-adjusting glides, and a pressed-steel base, with plastic-coated, non-scratch surface.

The actual seat is designed for real comfort and is cushioned with *Marley* foam. The action of swivelling on the seat does not interfere with the height,

to which it has been adjusted. The range of adjustment is from 16 in. to 21 in., and the hydraulic lift maintains a constant height.

The price for the standard model is quoted as under £9.

Enquiry Ref. No. O12/3

Welfare

TOILET VENTILATION

TO counter any possibility of airborne infection from the flushing of toilet units, a well-known company is now marketing a special ventilating device, known as *Silavent*.

It is not necessary to explain how serious infection arises from this source: merely to remind industry that such is the case. The *Silavent* system comprises a moulded plastic seat and cover of standard appearance, with a special, hollow collector fitting unobtrusively into the seat hinge.

From this collector unit runs a length of polythene tubing which ends in an extractor fan on the outside of the external wall. Through these channels, the aerosol produced by flushing action is extracted and discharged harmlessly into the atmosphere.

The system can be operated by a normal ceiling-switch connected to the fan; or it can be coupled to a door-operated switch for automatic operation.

Components for this hygiene-promoting system cost approximately £9 10s., so that, with installation and wiring charges, the entire device should cost up to £15 for installation in existing buildings. Costs are naturally reduced if the buildings are under construction.

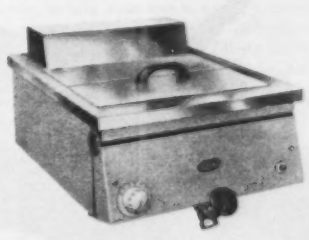
As so far described, the *Silavent* poses a problem for buildings where toilets are not situated against outside walls. For such instances, an alternative design of collector is obtainable for use with ducted ventilated systems that operate at lower pressures than the standard *Silavent* fan.

Enquiry Ref. No. W12/1

TABLE FRYER

THE average output of the new, table model *Fryette* is said to be something in the region of 24 lb of chips an hour. External dimensions of the fryer are 24 x 18¼ x 12¼-in. high. Internally, the pan size is 15 x 18 x 5 in., with a capacity of two gallons of fat or oil.

Heating is by means of two 2.5 kW sheathed elements, housed in the well.



Control is by a variable thermostat and combined ON/OFF switch. For safety and economy of electricity, a pilot light indicates that mains supply is switched on.

The topwork of the *Fryette* table model is made of stainless steel, with hob, double-hinged, fold-back lid, steam box, flue outlet and a fire safety damper. The rigid, all-steel body is

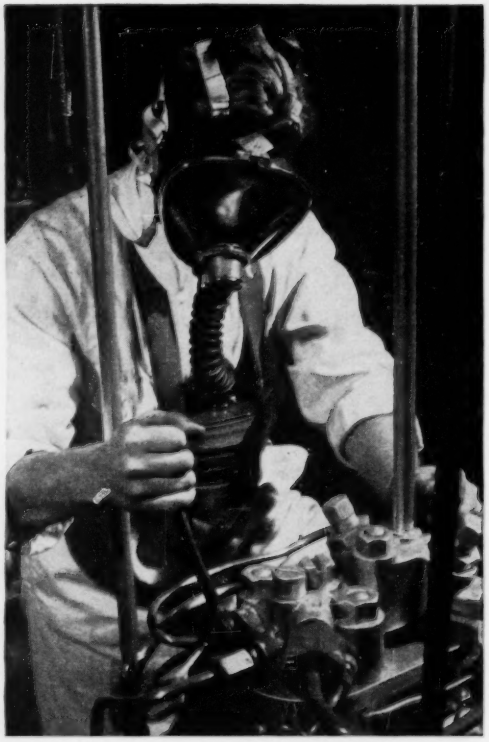
(continued on page 51)

The 'Puretha' Mark IV Gas Respirator (Tested and Approved by the Ministry of Labour and National Service)

Safety in Comfort

A Gas Mask can be both cumbersome and uncomfortable—but not the 'Puretha' Mark IV. As a result of thorough research and experiment, Siebe, Gorman & Co. have produced a gas respirator which can be worn for long periods in complete comfort.

The 'Puretha' Mark IV Gas Respirator gives both wide vision and an absolutely gas-tight fit with the minimum of adjustment; the window is of clear vision plastic and is so shaped that vision remains undistorted at any angle of view, the inspired air is deflected over the inside of the window to keep it clear of condensed moisture. The canisters of chemical absorbent we supply are specially coloured according to the gases against which they are proof. The Canister in use is held in an adjustable neck-sling and can be carried on the chest, at the side or on the back—whichever is most convenient. As an alternative to the full facepiece, we can supply mouthpiece, noseclip and goggles. The facepiece and breathing tube are in white or black rubber, and can be supplied either in a light fibre case or in a strong waterproof haversack. *Write to us for full details.*



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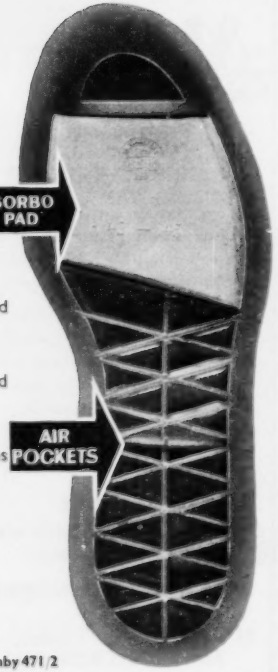

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Soles resistant to vegetable oils and mineral oils, alkalis and various acids.
Tested to Grade I, Spec 953.
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For further details complete enquiry coupon facing page 58

finished in blue/grey mottled vitreous enamel, and it is mounted on four rubber feet.

Other features include an anti-splash flange, *Cool Zone* well, drain valve, and an oil-level indicator. Optional extras offered are: full or half-sized tinned steel baskets, onion container, batter box and an element cleaning brush. The price, without extras, is £51 10s.

Enquiry Ref. No. W12/2

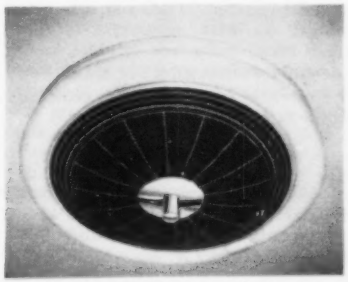
Lighting

LOW CONSUMPTION

OVER three times more light than from an ordinary electric light bulb: this is the makers' claim for the *Ringway* fluorescent lighting fitment. They are also confident that its long life and low electricity consumption will quickly enable it to pay for itself (prices range from 79s. 6d. to 97s. 6d., complete).

The attractively-designed centre-piece which covers the starter and choke unit, is available in black, primrose, yellow and red. This unit, made of glass, is easily removed to reveal the two fixing holes for flush fitting to ceiling or walls. There is also provision for chain suspension.

The *Ringway*, which comes in three sizes (diameters of 8½, 12 and 16 in.),



is guaranteed for three years; and the circular fluorescent tube has a one-year guarantee.

Enquiry Ref. No. L12/1

Safety

EYE PROTECTION

SPECIALLY designed for use by workers where there is any danger from high-velocity flying particles or from splashes of molten metal, these foundry goggles have been tested in accordance with the findings of the Joint Advisory Committee appointed by the Ministry of Labour.

The essential part of these goggles is, according to the makers, the special lens assembly. This consists of two *Celastoid* lenses: one is 0.050 in. thick; the other is 0.080 in. thick, backed by a p.v.c. washer, and held into the goggle by a nylon, screwed ring.

The tests to which these goggles were submitted included experiments whereby the goggle was exposed to an impact of up to 390 ft per second. They also claimed to be highly resistant to splashes of molten metal.

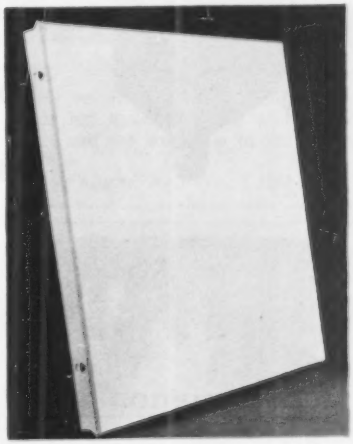
The lenses can be supplied in either plain or green *Celastoid*.

Enquiry Ref. No. S12/1

DOUBLE-ROLE CEILING

FIREPROOF, suspended ceiling units are now available with 'built-in' thermal insulation qualities. This new development, following the pattern of the makers' well-known products, consists of a plain metal pan that clips into concealed *T* bars. Each pan contains a 1-in. thick *Stillite* mattress: the basis of first-class thermal insulation.

A fireproof rating of two hours is granted for this ceiling which appears most



suitable to any location where fire insulation of structural steelwork is necessary.

At present, only the 24-in. square module is obtainable, but the makers hope

(continued on page 53)

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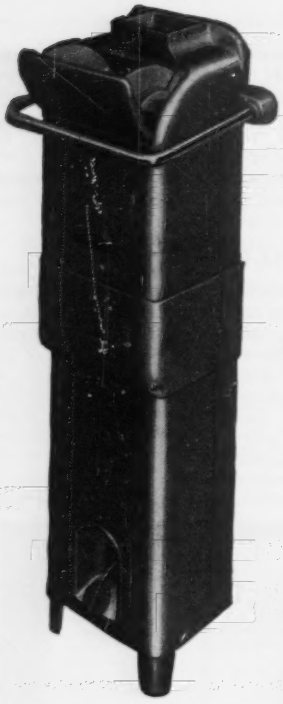

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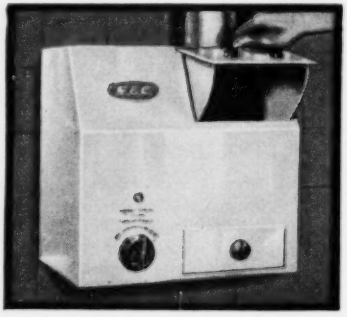

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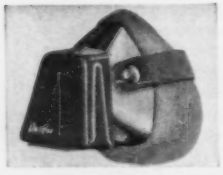

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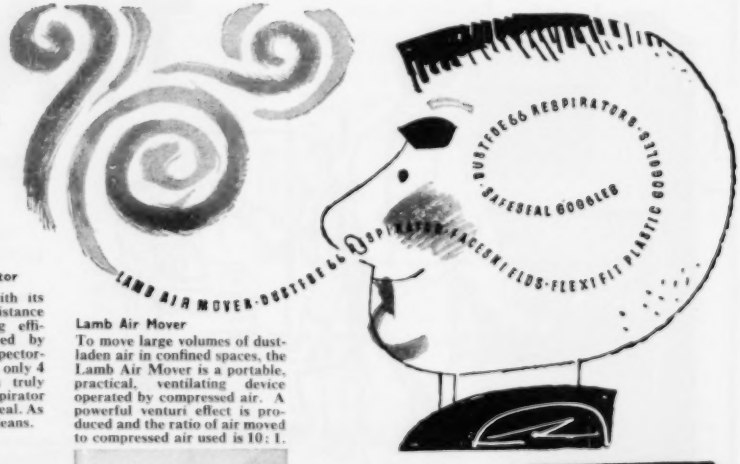

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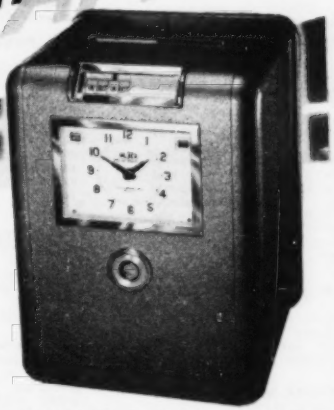

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